



City of Saco, Maine
Adopted Annual Budget
Fiscal Year 2007

City of Saco, Maine

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Fiscal Year 2007 Adopted Budget

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City of Saco, Maine
List Of Principal Officials (Elected and Appointed)
Fiscal Year 2007 Adopted Budget

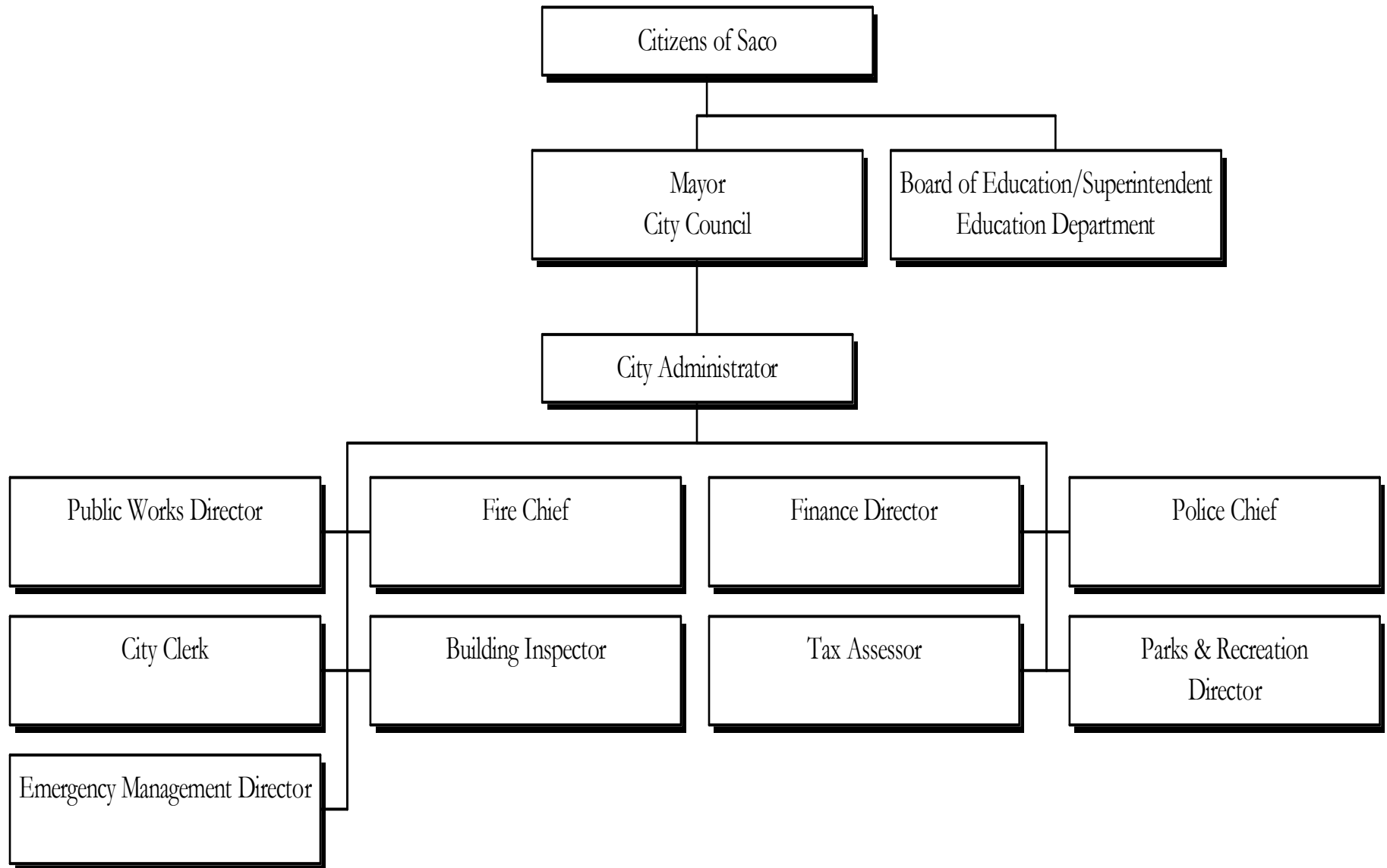
Elected Officials

Mayor	Mark D. Johnston
Council Member – Ward 1	David Tripp
Council Member – Ward 2	Leslie Smith, Jr.
Council Member – Ward 3	Ronald E. Morton
Council Member – Ward 4	Roland L. Michaud
Council Member – Ward 5	Arthur J. Tardif
Council Member – Ward 6	Eric B. Cote
Council Member - Ward 7	Jesse McDougal

Appointed Officials

City Administrator	Richard Michaud
Executive Secretary	Kathleen Kern
Personnel Secretary	Tammy Lambert
Code Enforcement Officer	Richard Lambert
Development Director	Peter Morelli
City Planner	Robert Hamblen
Finance Director/Treasurer	Lisa Parker
City Clerk	Lucette Pellerin
Assessor	Daniel Sanborn
Fire Chief	Alden Murphy
Police Chief	Brad Paul
Public Works Director	Mike Bolduc
City Engineer	Ron Kiene
Parks & Recreation Director	Joseph Hirsch
Information Technology Director	William Leary
Treatment Plant Superintendent	Howard Carter
City Solicitor	Tim Murphy

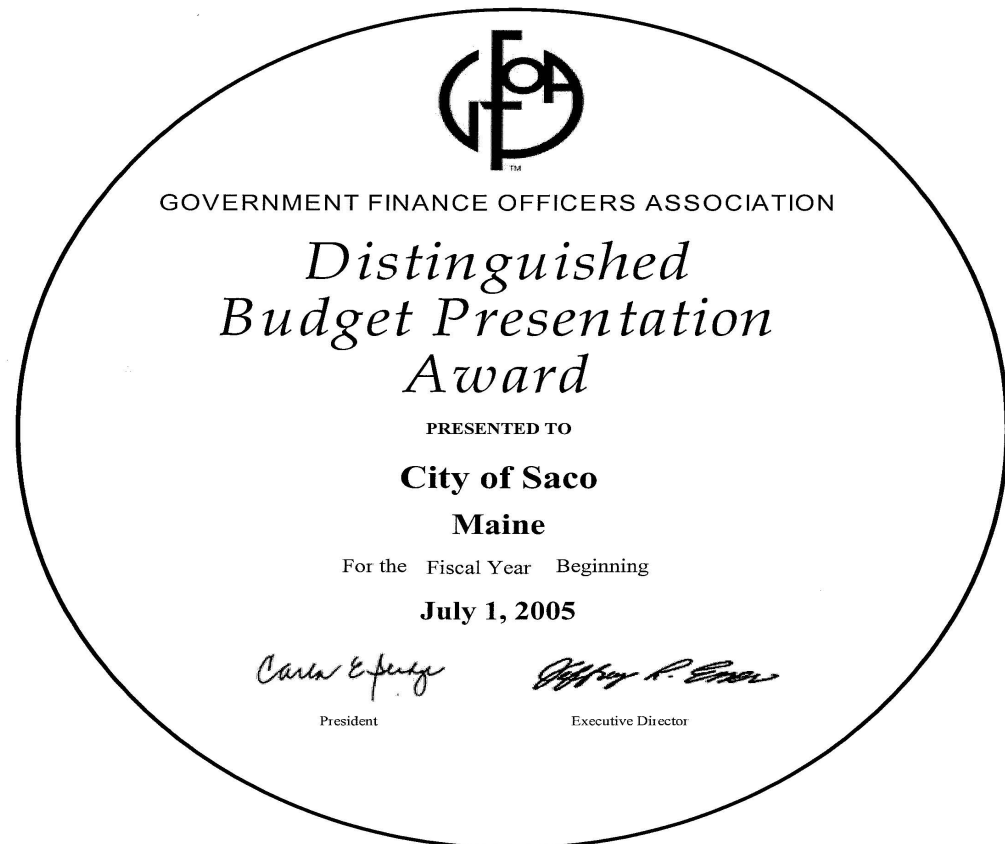
City of Saco, Maine Organization Chart



City of Saco, Maine
Distinguished Budget Presentation Award 2006

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Award to the City of Saco, Maine for its annual budget for the fiscal year beginning July 1, 2005. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.



City of Saco, Maine

Executive Summary of the Adopted Fiscal Year 2007 Budget

Introduction

The fiscal year 2007 City of Saco, Maine budget was adopted on May 1, 2006 and is prepared to meet the nine strategic goal areas of the city, which will be detailed later within this document. The budget establishes the operational goals of the city for the upcoming year. Although the city has numerous governmental type funds, the only fund subject to appropriation is its General Fund. For a financial detail of the other funds of the city please review the city's Comprehensive Annual Financial Statement which can be found on the city's web site at www.sacomaine.org or in copy at the city's finance office within City Hall. The city budget strikes a balance between the needs, requirements, and resources available while maintaining required service levels and fulfilling the items within the financial plan.

The adopted fiscal year 2007 budget totals \$44,758,771 representing a conservative budgetary approach and including careful consideration of the recommendations offered by the various city department heads and the Board of Education. City officials recognize and appreciate the important involvement of departmental staff, department heads, members of the Board of Education, and interested citizens in bringing about this budget document. A total of 170 permanent full and part-time personnel have been approved as the total city workforce, as well as various seasonal employees. Also, a total of 269 permanent full and 24 part time personnel have been approved as the total school educational work force.

The executive summary consists of an introduction to the City of Saco, Maine departments and their fiscal year 2007 requests, a summary of projects to be undertaken in the year 2007, insight into the financial basis for the fiscal year 2007 budget, an overview of city fund balances, and a summary of the adopted budget culminating with the fiscal year 2007 tax rate.

City Departments – Functions and 2007 Requests

Thirteen departments operate within the city, with a mixture of appointed and elected officials as department heads.

Legislative- The Legislative Department is responsible for overall authorization of all city activities. The Mayor and City Councilors within this department are responsible for approving the fiscal year 2007 budget, which includes the various funds granted to public agencies within the City of Saco. Key Budget Issues: in fiscal year 2007 includes the continued support of city operations with no notable changes over the prior year.

City Administration- The Administration Department is responsible for the overall administration of all city activities. The City Administrator is responsible for preparing the budget document through its three stages of "Proposed," "Draft," and "Adopted." Its direct function includes Human Resources. Key Budget Issues: in fiscal year 2007 includes the continued support of city operations with no notable changes over the prior year.

City of Saco, Maine

Executive Summary of the Adopted Fiscal Year 2007 Budget, Continued

Finance/Technology- The Finance Department is responsible for financial planning, budget reporting and control and is divided into the following divisions: purchasing and accounting, treasury, tax collection and technology. Key Budget Issues: in fiscal year 2007 includes the continued support of city operations with no notable changes over the prior year other than a 10% increase in the cost of property and liability insurances.

City Clerk- The City Clerk Department is responsible for performing all duties for the City Council as it may require, for authenticating documents with his/her signature and for administering the divisions of public welfare and voter registration. The department is also responsible for the filing, indexing and safekeeping of all proceedings of the City Council, which shall be open to public inspection. Key Budget Issues: in fiscal year 2007 includes the increased appropriation for rental assistance through the welfare program. There has also been an increase on the revenue side of the budget for 50% of this increase, as it is reimbursed by the State of Maine.

Assessing- The Assessing Department is responsible for the valuation of all taxable property within the City of Saco in a fair and equitable way and in accordance with state statutes. Key Budget Issues: in fiscal year 2007 includes the continued support of city operations with no notable changes over the prior year.

Legal- The Legal Department is responsible for providing independent legal advice and for the drafting of all instruments, which may be required by any ordinance or by any city official. Key Budget Issues: in fiscal year 2007 includes an increase of \$130,000 over the previous year due to the anticipated legal expenditures with the Maine Energy Recovery Company litigation.

Police Department- The Police Department is responsible for the enforcement of law and order within the City of Saco. Key Budget Issues: in fiscal year 2007 includes increasing the appropriations for overtime within the department, electricity and fuels costs as well as estimated negotiated salary increases through the collective bargaining agreements.

Fire Department- The Fire Department is responsible for fire prevention and extinguishments, the protection of life and property against fire and the removal of fire hazards within the City of Saco. Key Budget Issues: in fiscal year 2007 includes the addition of four positions through a SAFER Grant (the revenue for this grant is reflected on the revenue side of the budget), an increase in appropriated overtime within the department, electricity and fuel costs as well as estimated negotiated salary increases through the collective bargaining agreement.

Building Inspection/Code Enforcement- The Building Inspection/Code Enforcement Department is responsible for the issuing of permits to build, alter, move or erect all buildings, signs or structures, to install equipment or to occupy. The department is also responsible for the maintaining of the City Hall building that houses the city's administrative offices. Key Budget Issues: in fiscal year 2007 includes the continued support of city operations with no notable changes over the prior year.

City of Saco, Maine
Executive Summary of the Adopted Fiscal Year 2007 Budget, Continued

Planning and Economic Development- The Planning and Economic Development Department is responsible for all matters within the scope of urban revitalization, community development, facilities planning or open space preservation. Key Budget Issues: in fiscal year 2007 includes the continued support of city operations with no notable changes from the prior year.

Public Works- The Public Works Department is responsible for the administration, professional work and directing of all phases of municipal public works, including the treatment plant, landfills, sewers, streets, motor vehicle maintenance, garbage and refuse collection and disposal and snow plowing and removal. Key Budget Issues: in fiscal year 2007 include increased appropriations for various existing contractual agreements, vehicle repair & maintenance costs and electricity and fuel costs due to increases in market prices. In addition are negotiated salary increases with the bargaining units represented within this department.

Parks and Recreation- The Parks and Recreation Department is responsible for the maintenance of the city's park system and recreation facilities and for the administering and directing of the city's recreation programs. Key Budget Issues: in fiscal year 2007 includes the addition of two new positions; one administrative type position and another position to direct the after school child care program. Also included are increases in appropriations for various supplies, equipment, advertising and printing for the after school program which is aimed at being substantially increased in the current year. An increase in revenues for recreation programs can also be seen on the revenue side of the budget as this program is anticipated to increase in numbers with the changes being instituted.

Education- The Education Department is responsible for the educating of children who reside within the City of Saco. The Board of Education is responsible for preparing the education budget and for presenting this budget to the City Council. Key Budget Issues: in fiscal year 2007 includes the increased funding necessary for increased tuition rates at the private high school (Thornton Academy) located within the city and the funding necessary for teacher salary increases as dictated by their contracts and health insurance cost increases.

City of Saco, Maine

Executive Summary of the Adopted Fiscal Year 2007 Budget, Continued

Projects Funded in the Adopted Budget

The following projects represent the culmination of the most worthy projects throughout City departments. Highlighted projects change each year as priorities shift and departments stress various needs in support of departmental and city goals. In the current year, projects were funded above prior year levels, with an increase of \$469,063. Most of this increase was funded through a utilization of prior year surpluses as the undesignated fund balance at year end was above the 10% level established within the City's Undesignated Fund Balance Policy. Utilizing this revenue sources allowed the City to remain in compliance with the prior year enacted "Public Law 1, An Act to Increase State Share of Education Costs, Reduce Property Taxes and Reduce Government Spending at all Levels" which requires municipalities in Maine to minimize their property tax levy increases based on a state wide formula. In future sections of this document, this Law will be referenced simply as "tax reform." Some projects budgeted for last year and in prior years, that have not yet been completed, have funding designated and carried forward into the current year and have not been reflected below as they were not funded within the fiscal year 2007 adopted budget.

- | | |
|---|--|
| ♦ <u>Ford F-350 Ambulance, 2 1 ton trucks, trackless attachments & pick up truck:</u> | This funding is for the City to purchase the listed fixed assets for the public works, parks & recreation and fire departments. |
| ♦ <u>Software license update:</u> | This funding is for the City to assure that all software being utilized throughout the city is properly licensed for utilization. |
| ♦ <u>City wide aerial photograph:</u> | This funding will allow for the City to have an updated aerial photograph done of the entire city for the Geographical Information System (GIS). |
| ♦ <u>Appraisal Data Verification:</u> | This funding will allow the assessor to continue the city's in-house valuation adjustment and verification of valuations currently being conducted. |
| ♦ <u>Microfilming:</u> | This funding is a proposed to be funded over a 5 year period in order to microfilm all of the city's archival and historical records. |
| ♦ <u>Street Overlay Program:</u> | This funding is in response to the city's Road Surface Management Study done for the city showing the need to overlay roads before the deterioration is such that major additional dollars need to be allocated for complete reconstruction. |
| ♦ <u>Conservation Projects:</u> | This funding provides for the resources necessary for the city to react with efficiency projects identified through the city's recent energy audits of all city buildings, in order to save money on fuel and electricity expenditures. |
| ♦ <u>Industrial Park Rail Road:</u> | documents to increase digital availability and to preserve them for future years.
This funding will provide funding to maintain the rail road infrastructure that services the City's Industrial Park. |
| ♦ <u>Traffic light preemption:</u> | This funding is for the city to properly equip more traffic lights within the city with preemption rights. |
| ♦ <u>Storm Drain Projects:</u> | This funding is for the city to maintain various aspects of its storm drain systems during the fiscal year. |

City of Saco, Maine

Executive Summary of the Adopted Fiscal Year 2007 Budget, Continued

Financial Plan

The City's financial plan for 2007 is based on (1) minimal increases in tax liabilities and compliance with the State of Maine's prior year enacted "Public Law 1 tax reform" which limits property tax levies throughout the State, (2) maintaining fund balance levels, and (3) maintaining a balanced budget. The City Administrator has established policies to assist departments in constructing their budgets to accomplish these financial goals. Each aspect of the City's financial plan is detailed below.

- ♦ Minimal Increase In Tax Liabilities – The City Councilors entered the fiscal year 2007 budget process committed to presenting a budget to the citizens of Saco, Maine that will maintain service demands in several areas with a minimal tax increase. The total adopted budget increased by \$2,647,978 or 6.29% in order to accomplish this. However, it is important to note that several needed capital improvement projects were not included within this budget in order to be able to accomplish this task. The mil rate is estimated to be decreased to \$12.73 per thousand in order to minimize tax liability increases from the valuation adjustment completed. The total tax levy is projected to increase from last years by approximately \$1,039,587. This increase is minimized due to the increase in state revenues being received for education purposes.
- ♦ Build fund balance - The City's Finance Director, City Administrator and City Council continues to monitor issues pertinent to the financial health of the City. Their approved "Fund Balance Policy" calls for the maintaining of fund balance at a level between 8.33% and 10% of the prior years total appropriation level, to give the City a buffer against economic downturns. The City has been successful in maintaining this level of fund balance for several years. The exact amount of undesignated fund balance will be determined after the year-end audit to allow all City commitments to be met before funds are allocated to fund balance. However, at June 30, 2005, the undesignated fund balance was at \$4,472,614, or 10.89% of total budgeted 2006 appropriations.
- ♦ Balanced budget - Appropriations shall be limited to the total estimated revenues contained therein including the amount to be raised by ad valorem taxes and the unencumbered fund balances estimated to be available at the close of the current fiscal year. The City of Saco, Maine is committed to managing its budget in ways that ensure it is always within its budget authorization. Many factors contribute to maintaining a balanced budget. Department heads consider it a point of pride to return appropriations to the general fund each year. They also work very diligently to avoid any overspending in the operation of their departments. Elected officials feel an added responsibility to report to voters their conservative spending records. Financial reports are frequently issued and reviewed to give department heads tools to track their budgets. A system of encumbrances is in place to inform departments of current account balances throughout the year. Each week, through the warrant process, all expenditures are reviewed to ensure appropriate use of city funds. The result is a financially well-managed organization that operates within budget authority.
- ♦ Policy and Guidance - The City Council has established financial policies for departments to help them conform to budgetary requirements including the following:

City of Saco, Maine

Executive Summary of the Adopted Fiscal Year 2007 Budget, Continued

- ◆ Budget messages, which shall explain the budget in fiscal terms and in terms of work programs.
- ◆ Budget submission and approval scheduling.
- ◆ 5-year Capital Improvements Program and councils action on such.
- ◆ Amendment process to the budget after adoption.
- ◆ Lapsing of appropriations, except those for capital expenditures.
- ◆ Departmental submissions of work programs and those payments and obligations, which will be prohibited.

Estimated Fund Changes for 2006

The City's General Fund balance is estimated to increase in fiscal year 2006. The Special Revenue Funds, Capital Project Funds and Fiduciary Funds are estimated to end fiscal year 2006 with balances that reflect an increase. These numbers will not be finalized until after the year-end audit, conducted by an independent Certified Public Accounting firm. The net result will reflect a conservative growth in fund balances, reflecting responsible and appropriate fund management in keeping with City financial goals. The following table presents a summary of the City's estimated changes in General Fund balances for fiscal year 2006, and a more detailed summary follows in the body of the budget document.

Beginning Fund Balance 6/30/05:

Reserved for Encumbrances	\$ 144,980	
Reserved for Prepaid Expenses	\$ 176,006	
Reserved for Capital Projects	\$ 1,007,286	
Unreserved- Designated	\$ 376,215	
Unreserved- Undesignated	<u>\$ 4,472,614</u>	\$ 6,177,101

Estimated Fiscal Year 2006:

Non-property tax revenues	\$19,305,944	
Property tax revenues	\$23,157,234	
Utilization of prior year designated fund balances	\$ 1,426,702	
Inter-fund transfers	<u>\$ 511,000</u>	\$ 44,400,880
Expenditures	\$43,031,219	
Inter-fund transfers	<u>\$ 648,000</u>	<u>\$(43,679,219)</u>
Net increase to total fund balance		<u>\$ 721,661</u>

City of Saco, Maine

Executive Summary of the Adopted Fiscal Year 2007 Budget, Continued

The Beginning and Ending Balance Summary reflects the relatively strong financial position at the beginning and end of 2006. There is estimated to be a slight increase in the city's fund balance level at June 30, 2006. The fund balance level continues to display the city's strong overall financial position for 2007.

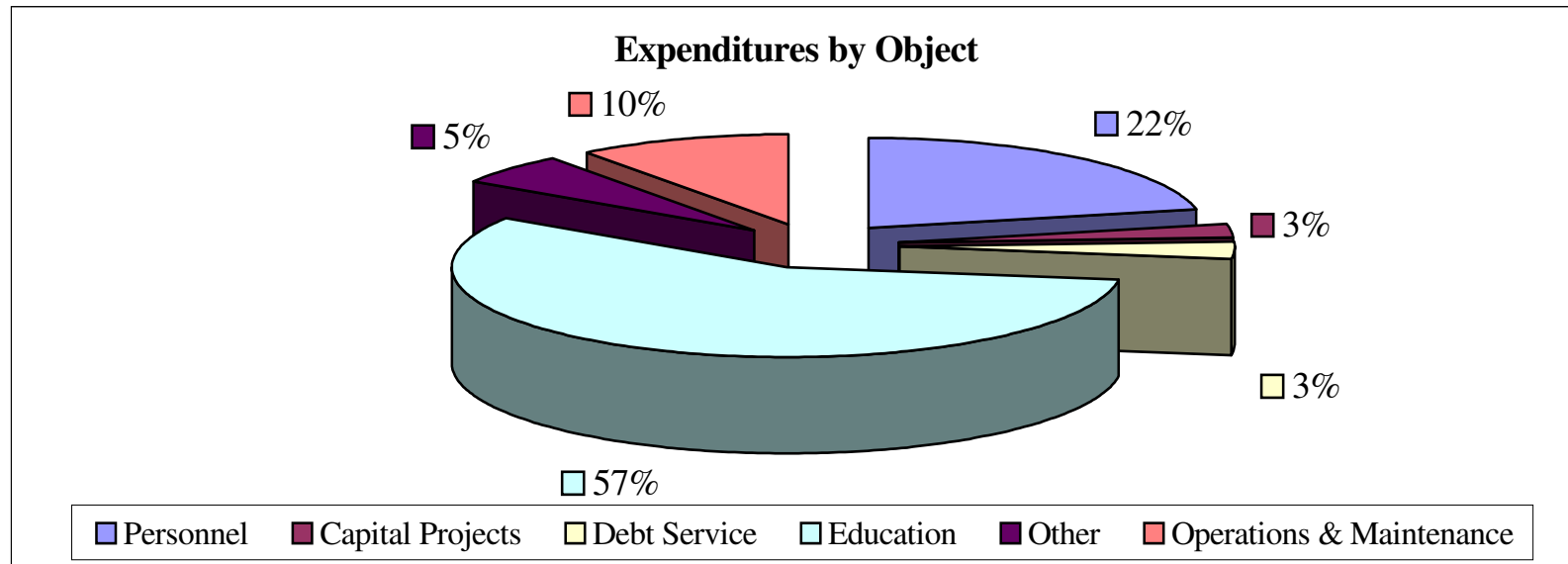
Budget Expenditures By Object

General Fund Budget expenditures total \$44,758,771 for 2007, which represents a 6.29% increase from 2006 levels. Dividing the General Fund Expenditures by object allocates 22% to Personnel, 57% to Education, 10% to Operations and Maintenance, 3% to Debt Service, 3% to Capital Projects, and 5% to Other.

The increase in personnel costs are attributable to a combination of additional employees, and salary increases for non-union employees as well as increases for collective bargaining agreements with eight city bargaining units. The increase in capital projects is due to the infrastructure needs within the community. This in no way accurately reflects all of the needs of the community but minimizes the tax burden while addressing some infrastructure needs. Debt service expenditures have been increased from last year due to a new "Land for Saco's Future" bond issue and a new lease agreement to be executed during fiscal year 2007. The increase in education costs are attributable to increases in personnel costs due to the negotiated teachers and support group contracts, and higher tuition costs for the city's private high school. Operations and Maintenance expenditures increased merely by an inflationary factor and for increases in contractual obligations. Appropriations in "Other" accounts decreased only slightly due to the decrease in the amount of property taxes being generated from the city's tax incremental financing (TIF) districts, which are transferred out of the General Fund and into their respective TIF Funds each year. This is due to the fact that one TIF district agreement expired during fiscal year 2006.

The chart on the following page graphically depicts budget expenditures by object.

City of Saco, Maine
Executive Summary of the Adopted Fiscal Year 2007 Budget, Continued



Expenditures by object:	FY 2006	Percent of Total	FY 2007	Percent of Total
Personnel	\$ 9,068,453	21.53%	\$ 9,714,378	21.70%
Capital Projects	\$ 672,702	1.60%	\$ 1,141,765	2.55%
Debt Service	\$ 1,286,517	3.05%	\$ 1,338,276	2.99%
Education	\$ 24,394,998	57.93%	\$ 25,504,018	56.98%
Other	\$ 2,419,624	5.75%	\$ 2,411,023	5.39%
Operations & Maintenance	\$ 4,268,500	10.14%	\$ 4,649,311	10.39%
Total	\$ 42,110,794	100.00%	\$ 44,758,771	100.00%

Carry Forward Accounts

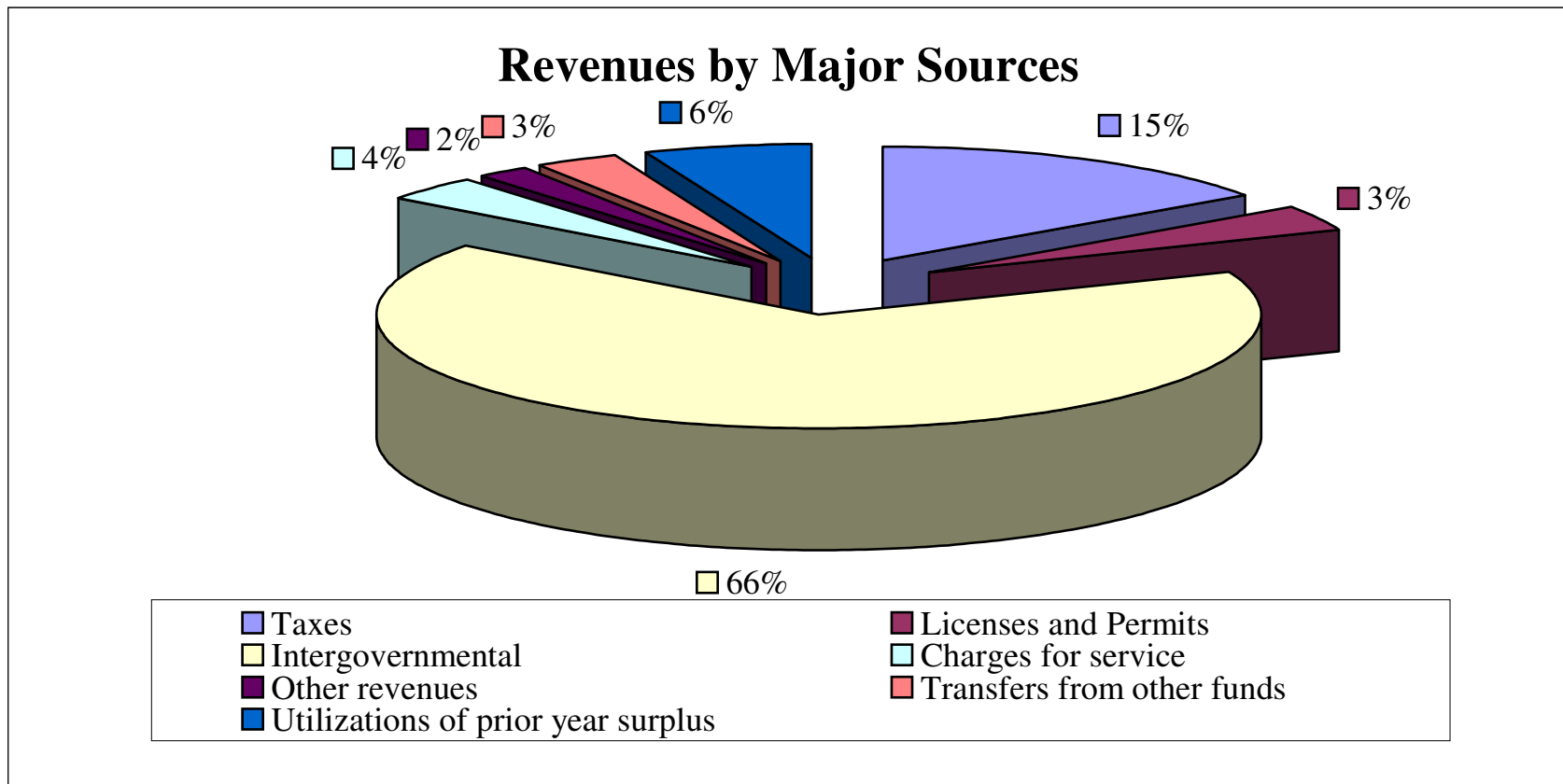
Carry forward accounts provide departments an opportunity to use committed 2006 funds for items ordered but undelivered or for projects still in process in 2007. Each carry forward request must be approved by the City Administrator and ratified by the City Council. Requests are granted to finish well-defined ongoing projects. In fiscal year 2003, \$1,998,861 was designated and carried over for items ranging from equipment purchases to completing various construction projects. In fiscal year 2004 and 2005, \$1,120,488 and \$1,007,286 was carried over respectively for the same types of expenditures.

City of Saco, Maine
Executive Summary of the Adopted Fiscal Year 2007 Budget, Continued

The designated carried forward amount for fiscal year 2006 has not yet been finalized as the year-end and independent audit process has not yet been completed. However, it is estimated that approximately \$500,000 of fiscal year 2006 budgeted capital projects and those designated from previous years had not yet been started or completed at June 30, 2006.

Projected Revenue for 2007

The budget adopted by the City Council for 2007 contains \$20,561,950 in non-tax revenues. All revenues are accurately but conservatively estimated based on performance over the past 12 months and valuable departmental input. The following chart below graphically depicts non-property tax revenues by major sources:



City of Saco, Maine

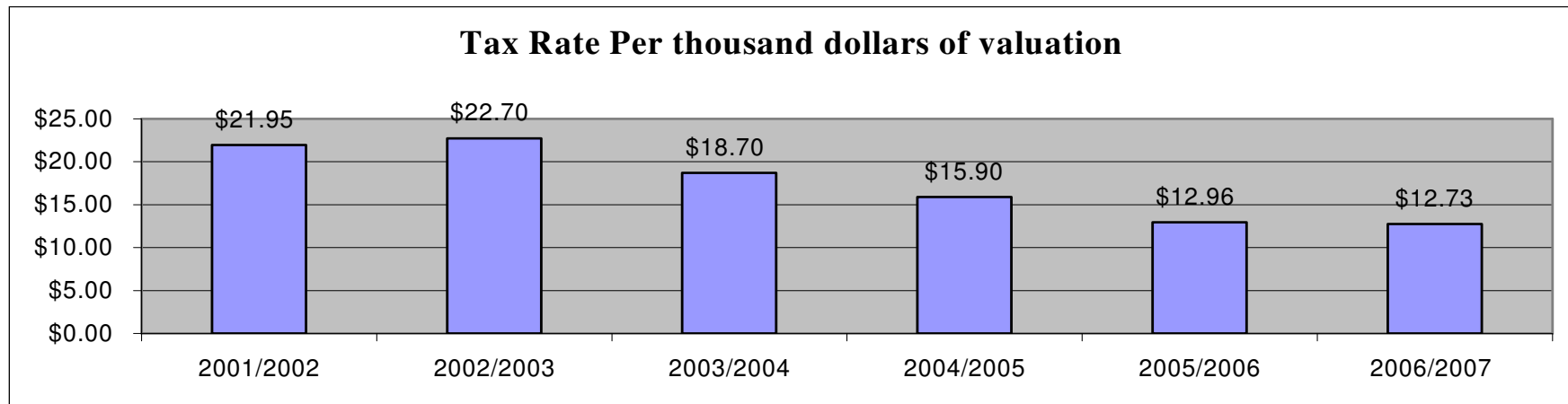
Executive Summary of the Adopted Fiscal Year 2007 Budget, Continued

The following table lists non-property tax revenues by major sources, percent and total for the current year and for last year:

Projected Revenue by Major Sources:	FY 2006	Percentage of Total	FY 2007	Percentage of Total
Taxes	\$ 3,079,000	16.24%	\$ 3,169,000	15.41%
Licenses and Permits	\$ 777,072	4.10%	\$ 702,628	3.42%
Intergovernmental	\$ 12,721,472	67.12%	\$ 13,636,871	66.32%
Charges for service	\$ 743,350	3.92%	\$ 785,808	3.82%
Other revenues	\$ 385,450	2.03%	\$ 378,450	1.84%
Transfers from other funds	\$ 511,000	2.71%	\$ 641,000	3.12%
Utilization of prior year surplus	\$ 736,215	3.88%	\$ 1,248,193	6.07%
Total	\$ 18,953,559	100.00%	\$ 20,561,950	100.00%

Tax rate

The city assesses taxes to its citizens directly, based on the valuation of each property owned. The tax rate for 2006 was \$12.96 per one thousand dollars of property valuation and the fiscal year 2007 tax rate is estimated to decrease to \$12.73 per one thousand dollars of property valuation. However, it is important to note that the city has completed an adjustment of property values for the entire city so although the property tax rate has been reduced, all property values will be increasing by approximately 4% in order to maintain property values at 93% of the state equalized value and will therefore pay slightly more property taxes than they did in fiscal year 2006. A home valued at \$150,000 last year paid property taxes of \$1,944. This same home will now be valued at \$156,000 and pay property taxes of \$1,987, an annual increase in property taxes of \$43. A home previously valued at \$200,000 paid property taxes of \$2,592 last year. This same home will now be valued at \$208,000 and pay property taxes of \$2,649, an annual increase in property taxes of \$57.



DEMOGRAPHIC INFORMATION

City of Saco, Maine Demographic Information

About the City of Saco, Maine

Demographics

The City of Saco, Maine, incorporated in 1867, is located at the mouth of the Saco River on the southerly side of Saco Bay in the Gulf of Maine. The City of Saco continues to be a key area within the state for residential, commercial and industrial growth. The City of Saco is ranked among the top five cities within the State of Maine for its growth. Saco has a land area of 38.5 square miles and a population of approximately 16,822. The City is empowered by the state to levy a property tax on both real and personal property within its boundaries. The City of Saco is a municipal government, non-profit 501c(1) organization.

Saco's population grew 10.5% in 1990s, surpassing Waterville and Westbrook to become Maine's eleventh largest municipality.

Saco's growth was rapid compared to most of Maine's larger towns and cities, but a bit slower than growth in the 1980s, which was about 17.5%. Saco's growth was far slower than adjacent Scarborough, which grew at a very rapid 35%, leap-frogging Saco, Waterville, and Westbrook to become Maine's ninth largest municipality. Scarborough's march toward full build-out places Saco next in line as Portland sprawls southward.

While Saco's growth occurred in all age cohorts, the largest increases were in the 35 to 44 age group, closely followed by the 25 to 34 group and the 55 to 59 year olds. Saco's now more expensive single family housing is attracting established families.

Average household size continued its historic decline, from 2.52 in 1990 to 2.44 in 2000. Average household size in Saco was 3.28 just 30 years ago. Over 2000 housing units had more than 1 person per room in 1970, compared to just 64 in a much larger base today. Vacancies are negligible.

Median family income climbed to \$52,724, compared to \$51,419 for York County and \$45,179 for the state of Maine. Median family income was \$37,328 in 1990.

York County's growth was the fastest of any county in the state. Though Saco's growth from 15,181 to 16,822 was smaller than its increase in the 1980s, it was more spread out. Of the city's 1,614 new residents, 927 or well over half, moved in west of the Turnpike. Although Saco's urbanized area grew slower than its suburban and rural area, it still grew faster than other urban centers in York County.

City of Saco, Maine Demographic Information, Continued

In Saco, growth west of the Turnpike was 24%. Growth east of Old Orchard Road was 16.2%. Growth south of Beach and North Streets between the Turnpike and Laurel Hill Cemetery was 2.8%. Growth in the remainder of the city, north of Beach Street and North Street, was 5.45%.

While there were several large multifamily developments in Saco's downtown in the 1980s, there were only two in the 1990s, and both of those were for elders. Much of the growth took place in single-family, suburban subdivisions in the Ferry Road area and in areas west of the downtown, and in several subdivisions west of the Maine Turnpike and on many individual lots west of the Turnpike.

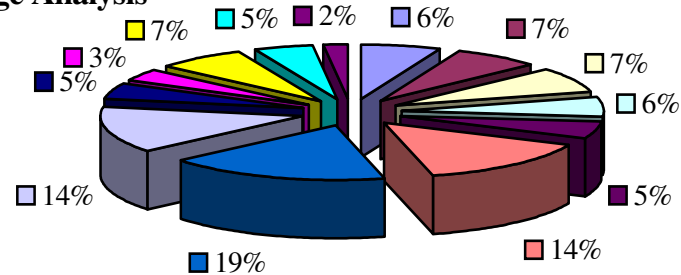
A slightly higher portion of the population is now children. Those under 18 made up 24% of the population in 1990. Under 18s now make up 25%.

Among Saco's immediate neighbors, Biddeford's population was put at 20,942, from 20,710, a 1.1% increase, while Old Orchard Beach grew 14% in 10 years.

The following charts depict the demographic age and gender breakdown of the city's population as well as the breakdown of the household income within our community.

City of Saco, Maine Demographic Information, Continued

City of Saco - Demographic Age Analysis



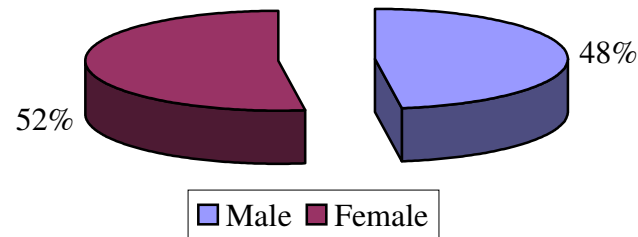
Under 5 years	5 to 9 years	10 to 14 years	15 to 19 years	20 to 24 years
25 to 34 years	35 to 44 years	45 to 54 years	55 to 59 years	60 to 64 years
65 to 74 years	75 to 84 years	85 years and over		

Population dynamics:

Under 5 years	1059	6.30%
5 to 9 years	1,184	7.04%
10 to 14 years	1,247	7.41%
15 to 19 years	990	5.89%
20 to 24 years	857	5.09%
25 to 34 years	2,413	14.34%
35 to 44 years	2,991	17.78%
45 to 54 years	2,352	13.98%
55 to 59 years	804	4.78%
60 to 64 years	583	3.47%
65 to 74 years	1,198	7.12%
75 to 84 years	830	4.93%
85 years and over	314	1.87%
Total	16,822	100.00%

City of Saco, Maine Demographic Information, Continued

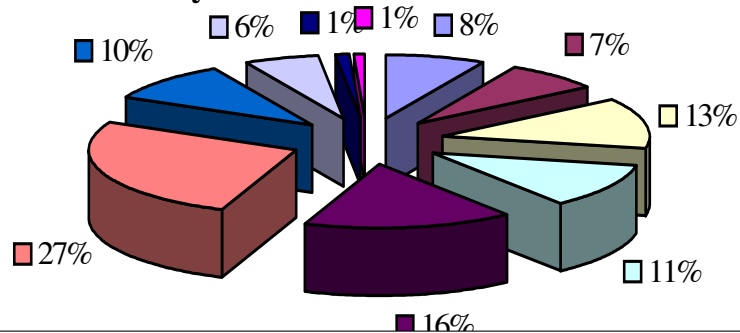
Gender Representation of the City



Population dynamics:

Male	8,015	47.65%
Female	8,807	52.35%
Total	16,822	100.00%

City of Saco - Household Income



■ Less than \$10,000	■ \$10,000-\$14,999	■ \$15,000-\$24,999	■ \$25,000-\$34,999	■ \$35,000-\$49,999
■ \$50,000-\$74,999	■ \$75,000-\$99,999	■ \$100,000-\$149,999	■ \$150,000-\$199,999	■ \$200,000 or more

**City of Saco, Maine
Demographic Information, Continued**

Household Income:

Less than \$10,000	532
\$10,000-\$14,999	503
\$15,000-\$24,999	871
\$25,000-\$34,999	769
\$35,000-\$49,999	1,105
\$50,000-\$74,999	1,782
\$75,000-\$99,999	683
\$100,000-\$149,999	390
\$150,000-\$199,999	79
\$200,000 or more	59
Total	<u>6,773</u>

City Government

The City operates under the mayor-council-city administrator form of government. Policy making and legislative authority are vested in the seven member City Council, which is elected on a non-partisan basis. The mayor and seven council members are elected to two-year terms from seven districts (wards). The City Council is responsible, among other things, for passing ordinances, adopting the budget, and confirming mayoral nominations of committees and the city administrator. The city administrator is responsible for carrying out the policies and ordinances of the City Council, for overseeing the day-to-day operations of the City, and for appointing the heads of the City's departments, some with City Council confirmation.

The City of Saco is a full service provider, with services that include police and fire protection, wastewater collection and treatment, snow removal and road maintenance, parks and recreation, code enforcement and building inspection. Each department is responsible for providing services to the citizens within the Saco community. Services may be extended beyond city limits through mutual aid agreements.

Thirteen departments operate within the city, with a mixture of appointed and elected officials as department heads.

City of Saco, Maine Demographic Information, Continued

Legislative- The Legislative Department is responsible for overall authorization of all City activities. The Mayor and City Councilors within this department are responsible for approving the fiscal year 2007 budget, which includes the various funds granted to public agencies within the City of Saco.

City Administration- The Administration Department is responsible for the overall administration of all City activities. The City Administrator is responsible for preparing the budget document through its three stages of “Proposed,” “Draft,” and “Adopted.” Its direct function includes Human Resources.

Finance- The Finance Department is responsible for financial planning, budget reporting and control and is divided into the following divisions: purchasing and accounting, treasury and tax collection.

City Clerk- The City Clerk Department is responsible for performing all duties for the City Council as it may require, for authenticating documents with his/her signature and for administering the divisions of public welfare and voter registration. The department is also responsible for the filing, indexing and safekeeping of all proceedings of the City Council, which shall be open to public inspection.

Assessing- The Assessing Department is responsible for the valuation of all taxable property within the City of Saco in a fair and equitable way and in accordance with state statutes.

Legal- The Legal Department is responsible for providing independent legal advice and for the drafting of all instruments, which may be required by any ordinance or by any city official.

Police Department- The Police Department is responsible for the enforcement of law and order within the City of Saco

Fire Department- The Fire Department is responsible for fire prevention and extinguishments, the protection of life and property against fire and the removal of fire hazards within the City of Saco as well as providing emergency medical and rescue services.

Building Inspection/Code Enforcement- The Building Inspection/Code Enforcement Department is responsible for the issuing of permits to build, alter, move or erect all buildings, signs or structures, to install equipment or to occupy. This department is also responsible for the maintaining of the city hall building that houses all city administrative offices.

City of Saco, Maine Demographic Information, Continued

Planning and Economic Development- The Planning and Economic Development Department is responsible for all matters within the scope of urban revitalization, community development, facilities planning or open space preservation.

Public Works- The Public Works Department is responsible for the administration, professional work and directing of all phases of municipal public works, except the treatment plant, including landfills, sewers, streets, motor vehicle maintenance , garbage and refuse collection and disposal and snow plowing and removal.

Parks and Recreation- The Parks and Recreation Department is responsible for the maintenance of the city's park system and recreation facilities and for the administering and directing of the city's recreation programs.

Education-The Education Department is responsible for the educating of children who reside within the City of Saco. The Board of Education is responsible for preparing the education budget and for presenting this budget to the City Council.

City Budgeting and Budget Process

The City of Saco, Maine derives its authority to expend public monies from the Charter of the City. Per the City's Charter, the Department Heads submitted their budget requests to the Finance Director on February 3, 2006. The Finance Director then met with each Department Head to go over their requests between February 6, 2006 - February 8, 2006. These requests were then summarized and put together with the revenue projections and submitted to the City Administrator for final review. Per Article V1, Section 6.04 of the City Charter, the City Administrator then submitted the budget to the City Council on March 20, 2006. On April 3, 2006, the City Administrator submitted a summary of the Board of Education and the City Administrator budget that included principal sources of revenue, the amount to be raised by property taxes, expenditures itemized by department, and published a summary of this proposed budget in the newspaper. The Council then met according to the budget schedule outlined for them, which included a Public Hearing on May 1, 2006. After the public hearing, the Council adopted the fiscal year 2007 budget on May 1, 2006.

Once adopted, the City budget document creates dedicated spending authority and transfers that authority to department heads. City purchasing policies are in place to govern expenditures. Additionally, the Finance Director and the Internal Auditor review bills prior to payment. This review allows for the opportunity to spot-audit purchases prior to expending public funds for payment. City Councilors maintain a contingency account in each annual budget specifically for unbudgeted emergencies.

City of Saco, Maine

Demographic Information, Continued

Article VI, Section 6.05 of the City's Charter provides that the City will prepare and present a Capital Improvement Program with the annual budget. The Capital Improvement Program includes necessary capital expenditures and infrastructure needs for the City. The Capital Improvement Plan includes:

- ◆ A clear general summary of its contents.
- ◆ A list of all capital improvements which are proposed to be undertaken during the 5 fiscal years ensuing, with appropriate supporting information as to the necessity of such improvement.
- ◆ The cost estimates, methods of financing, and recommended time schedules for each respective improvement.
- ◆ The estimated annual cost of operating and maintaining the facilities to be constructed or acquired.

Section 6.07 of the Charter provides that the City Council will hold a public hearing to consider the Capital Improvement Program. Following the Public Hearing, the City Council may adopt the Capital Improvement Program, with or without amendments, on or before the first regular City Council meeting in June.

The Capital Improvement Program includes an inventory of possible capital projects, some of which may ultimately be financed through the issuance of indebtedness. The assurance of debt, however, is subject to the prior review and approval of the City Council. Pursuant to Article VI, Section 6.15 of the Charter, the City Council may incur indebtedness to provide funds to finance projects for the acquisition of land, the construction, reconstruction, major alteration, extraordinary repairs, and equipment of buildings and other permanent public improvements, the purchase of machinery and equipment, and the payment or refunding of bonds, notes and certificates of indebtedness previously issued, through a bond issue. The City Council, upon approval of the issuance of said bonds or notes, shall take all necessary legal steps to submit their action to the voters of Saco for ratification or rejection at the next regular municipal election or at a special election that shall be called, advertised and conducted according to the law relating to municipal elections, but the total number of votes cast at said special election must be equal to or exceed 20% of the total votes cast for all candidates for Mayor at the previous general municipal election. No bond or note issue except borrowing for emergency appropriations or in anticipation of taxes, shall be valid unless the voters of Saco as above have ratified the City Council's action provided.

**City of Saco, Maine
Demographic Information, Continued**

Largest Employers Within Saco

1-	Sweetser Children's Services	Private School	479 Employees
2-	Saco School Department	Public School	290 Employees
3-	Hannaford Brothers	Retail Food Store	250 Employees
4-	Wood Structures, Inc.	Building Materials	208 Employees
5-	General Dynamics	Manufacturing	183 Employees
6-	Visiting Nurses Association	Health/Day care	178 Employees
7-	City of Saco	Municipal Government	164 Employees
8-	Shaw's Supermarkets	Retail Food Store	142 Employees
9-	Thornton Academy	Private School	132 Employees
10-	Saco & Biddeford Savings Institution	Bank	99 Employees
11-	Sure Winner Foods	Food Distribution	60 Employees
12-	Huttig	Door/Window Manufacturer	50 Employees
13-	Incon	Industrial Control Systems	48 Employees
14-	Lyn-Flex Industries	Shoe sole Manufacturer	45 Employees

STATISTICAL SECTION

City of Saco, Maine Statistical Section

Date of incorporation	1867
Form of government	Council/Administrator
Number of full-time employees	170
All employees	282
Area in square miles	31.19 sq. miles
Name of government facilities and services:	
Miles of streets	119.74 miles
Number of street lights	1725
Culture and recreation:	
Parks	10
Park acreage	100 acres
Skating rinks	0
Tennis courts	6
Golf course	0
Fire Protection:	
Number of stations	3
Number of Fire Department vehicles	16
Number of fire personnel and officers	18
Number of calls answered	668
Number of inspections conducted	320
Ambulance Services:	
Number of Ambulance vehicles	2
Number of ambulance personnel	14
Number of calls answered	1960
Police Protection:	
Number of stations	1

City of Saco, Maine
Statistical Section, Continued

Police Protection, continued:

Number of police personnel and officers	40
Number of patrol units	6
Number of law violations:	
Call volume	26,054
Traffic stops	8,497
Traffic summons issued	2,213
Warnings issued	5,908
Traffic related arrests	218
Non-traffic arrests & summons	465
Parking tickets issued	567

Sewerage System:

Miles of sanitary and storm sewers	51.3
Number of treatment plants	1
Number of service connections	4,200
Number of pump stations	17
Daily average treatment in gallons	2 million

Education:

Number of elementary schools	4
Number of elementary school instructors	200
Number of secondary schools	1- private
Number of secondary school instructors	0

City of Saco, Maine Statistical Section, Continued

Geographically, Saco is strategically placed between the two major metropolitan centers of Boston and Portland. The Market Area is a cohesive economic unit, framed on the north by Greater Portland and on the south by the industrial economy of Kittery-Portsmouth, NH, dominated by the Portsmouth Naval Shipyard. Within the north-south interstate highway corridor formed by I-95 and the Maine Turnpike, the city is just minutes from a deepwater international shipping port, two international airports, freight service and soon, passenger rail service.



BUDGET CALENDAR

**City of Saco, Maine
Fiscal Year 2007
Budget Calendar – City and School**

<u>November, 2005</u>	School budget prep meeting with administrators
<u>November 8, 2005 (Tuesday)</u>	Election of City Council for 2006-2008
<u>November 14, 2005</u>	City Departments strategic objectives to be finalized and given to Finance Director for culmination in city's strategic plan to be presented to City Council
<u>December 5, 2005 (Monday)</u>	City Council induction
<u>December 19, 2005</u>	City Council review of Strategic Plan and 2-year goal setting process—affirmation of 9 strategic goal areas and strategic objectives of all departments for next 2 years.
<u>December 2005</u>	School budgets due to Business Office City staff meeting – review of 2-year goals set by City Council
<u>December 2005 to January 2006</u>	School budgets compiled and reviewed by Business Office
<u>January 6, 2006 (Friday)</u>	City budget worksheets to be e-mailed to all department heads
<u>January 2006</u>	School administrators meet with Superintendent and Business Manager
<u>January 2006</u>	School Superintendent review of budgets and discussions with Administrators
<u>January 9 to February 3, 2006</u>	City department heads review their prior year goal achievement and new strategic objectives with City Administrator
<u>January 17, 2006</u>	School Board of Education Budget Workshop
<u>January 24, 2006</u>	School Board of Education Budget Workshop II
<u>January 31, 2006</u>	School Board of Education Budget Workshop—school budget finalization

City of Saco, Maine
Fiscal Year 2007
Budget Calendar – City and School, Continued

February 1, 2006 (Wednesday)

City department heads report on prior year goal achievement and new objectives at staff meeting.

February 3, 2006 (Friday)

City budget worksheets due back to Finance Director

February 6 to February 8, 2006

City department head meetings with Finance Director to review individual department budgets

Monday (2/6)

City Clerk/Voter Registration and Welfare

Assessing

Building Inspection/Code Enforcement

Police Department

Tuesday (2/7)

Fire Department

Economic Development/Planning

Parks & Recreation

Wednesday (2/8)

Public Works

Waste Water Treatment Plant

Technology

February 13 to February 17, 2006

City Finance Director to finalize and combine all City departmental budgets

February 14 to February 17, 2006

City department head meetings with Finance Director and City Administrator

Tuesday (2/14)

Economic Development/Planning

Parks & Recreation

Assessing

Wednesday (2/15)

Building Inspection/Code Enforcement

Police Department

Thursday (2/16)

City Clerk/Voter Registration and Welfare

Fire Department

Waste Water Treatment Plant

Friday (2/17)

Public Works

Technology

City of Saco, Maine
Fiscal Year 2007
Budget Calendar – City and School, Continued

<u>February 24 to March 10, 2006</u>	School budget presentation prepared for City Council
<u>March 8, 2006 (Wednesday)</u>	City Finance Director and City Administrator to finalize City budget presentation to be presented on March 20th
<u>March 10, 2006 (Friday)</u>	City Finance Director and City Administrator to review budget presentation with Mayor
<u>March 13 to March 17, 2006</u>	Budget documents to be distributed to City Council completed by Finance Director
<u>March 20, 2006</u>	School Budget submitted to City Council (Per Charter) City Administrator's city budget submitted to City Council
<u>March 27, 2006</u>	City Council Workshop – Education Discussion
<u>April 3, 2006</u>	Combined Budget Presentation to City Council
<u>April 3, 2006</u>	Notice of public hearing (legal ad) given to City Clerk
<u>April 10, 2006</u>	City Council Budget Workshop—City side of budget
<u>April 18, 2006 (Tuesday)</u>	City Council Budget Workshop—City side of budget
<u>April 24, 2006</u>	City Council Budget Workshop—final discussions
<u>May 1, 2006</u>	Public Hearing on Budget
<u>May 1, 2006</u>	Adoption of fiscal year 2007 budget

READING THE BUDGET

City of Saco, Maine How to Read the Budget

The budget is formatted in a way that is designed to give readers quick access to specific information, yet completely and professionally display budget data. Descriptive terms have been substituted for jargon but the document also contains a glossary of useful terms. This section is designed to highlight each section of departmental requests that make the heart of the budget and examples are given in key sections.

Departmental Organization Chart

Departments with multiple subsections have been divided into activity centers. Each activity center has a separate focus and budget emphasis. The organization chart graphically depicts the various units that combine to create each department.

Department Responsibilities

Each departmental section, after the organizational chart, lists the department's function and responsibilities according to the City's charter. Each department within the City values the same vision statement which is listed in the Vision and Goals section of the budget narrative.

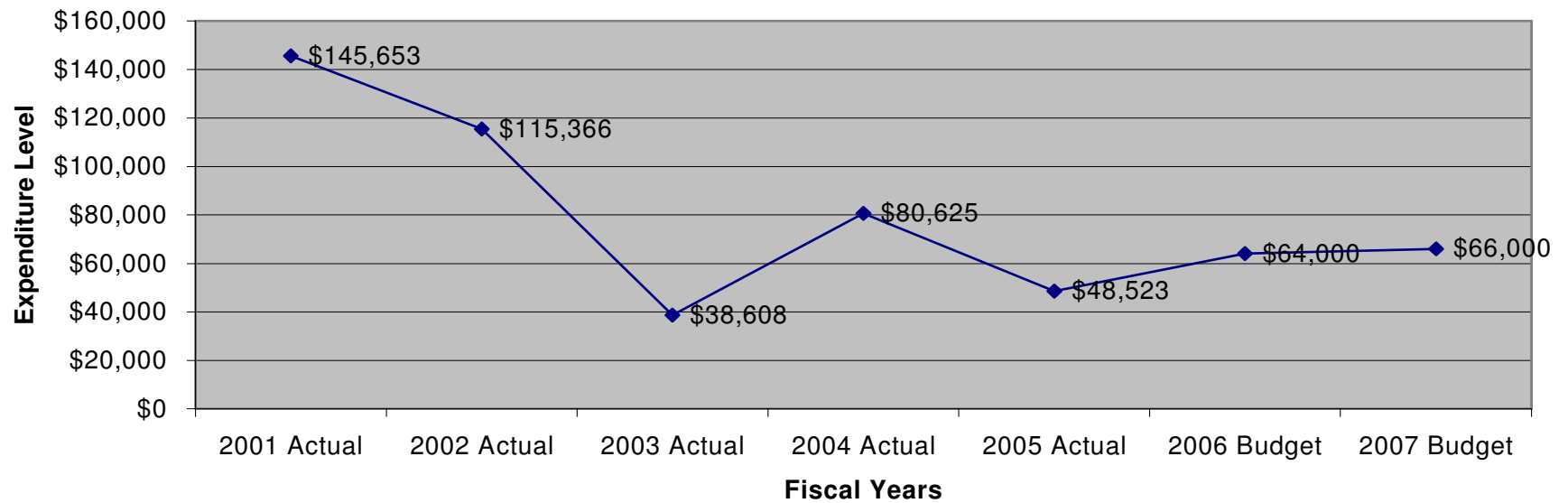
Department Goals

Goals of each department are then listed in support of the vision and identify the standard of performance each department uses. Goals and performance measures are evaluated annually. The annual report submission from the prior year lists the core functions of their operation and provides insight into the focus each department follows in organizing its efforts.

Summaries, Graphs & Overviews

Each department section begins with a summary similar to the one shown below which is designed to offer a glance at the history of actual expense in prior years versus the adopted current year budget for each department.

City of Saco, Maine How to Read the Budget, Continued



Department Summary Pages

Each department spreadsheet header includes the department or activity center name to help orient readers. The first three digits of the account numbers listed also represent the department or activity center. This account number would match designations of account reports from the City's accounting program. A sample heading follows, and each column heading will be described.

Account	Account	2001	2002	2003	2004	2005	2006	2007
Number	Name	Actual	Actual	Actual	Actual	Actual	Budget	Budget
Appropriations:								

City of Saco, Maine

How to Read the Budget, Continued

Account Number – This line lists the City-wide account number that corresponds to the account within which funds are designated. In practice, the various accounts are accounting tools used throughout the year to monitor departmental spending within and between accounts.

Account Name – This line contains the descriptive title each account is assigned. Account descriptions are universal so comparisons between departments are made as closely as possible. For example, the Uniforms account in the Police dispatch activity center is similar to the account in the Fire department even though the uniforms purchased are different.

2001 Actual – An actual line records the amount expended from each account during the budget year as recorded by the year end audit. This line is included purely for comparative purposes.

2002 Actual – This line records the departments actual expenditures for each account during fiscal year 2002.

2003 Actual – This line records the departments actual expenditures for each account during fiscal year 2003.

2004 Actual – This line records the departments actual expenditures for each account during fiscal year 2004.

2005 Actual - This line records the departments actual expenditures for each account during fiscal year 2005. For the 2007 budget this represents the prior year allocation which is useful for comparing current allocations.

2006 Budget – The amount approved at the end of the prior year's budget process. This is the amount departments are currently authorized to expend.

2007 Budget – After careful review and consideration of the City Administrator recommendations and the department head requests, the City Council adopts a final budget. This column will form the basis for the next fiscal year budget.

UNDERSTANDING LINE ITEM JUSTIFICATION

The account names provide line item justification as they detail the proposed use of each requested account. Lines briefly detail the general use of accounts in ways that highlight needs and help track use.

City of Saco, Maine

How to Read the Budget, Continued

PUTTING IT ALL TOGETHER

With the recently revised budget format readers are offered a complete view of not only the City budget but also the budgeting process. All key steps in the budgeting process are recorded in the spreadsheets as recommendations and are considered and reviewed at various stages. A careful reading will indicate the thoroughness of the review given to the City budget. However, the budget is also a functional document as departments review listings throughout the year and prepare for future budgets. Therefore the design allows rapid access to vital summary information both for the departmental user and the lay reader not interested in exhaustive comparisons. Finally, the City budget is a living document incorporating changes as the needs of the City of Saco change.



OFFICE OF THE CITY ADMINISTRATOR
300 MAIN STREET, SACO, MAINE 04072

RICHARD R. MICHAUD
TELEPHONE: (207)282-4191

City Administrator's Fiscal Year 2007 Budget Message

July 14, 2006

Honorable Mayor and City Councilors
300 Main Street
Saco, Maine 04072

Dear Mayor and City Councilors:

It is said that with every challenge there is an opportunity. After many years of being involved in budget processes, I have come to view budgets as an opportunity for an organization to set goals and to achieve them. This budget is certainly no different with many worthwhile goals to achieve. The Adopted Budget for fiscal year 2007 calls for tax revenues of \$24,196,821, which is 4.49% higher than last years budget. It is important to keep in mind that the total property valuation was estimated to increase by over \$110 million in order to maintain property values at 95% of the state equalized value. However, the mil rate will be reduced proportionately (approximately 23 cents) so that there will be a minimal increase in property tax liability for the residents of Saco.

Historical Trend

As the city enters fiscal year 2007, we are in solid financial shape with many years of higher than anticipated revenues and conservative expenditure practices. This has laid the foundation for a strong surplus, which is primarily earmarked for the city's long term Capital Improvements Plan. The current budget authorized minimal capital improvement projects due to the 2005 enacted state legislation titled "Public Law 1 tax reform" which imposes tax levy limitations to all municipalities within the State of Maine. The need to minimize property tax increases took precedent in this approved legislation. This capital improvement plan needs to be prudently maintained as we move forward into the future. The City has been using lease purchasing as a way to purchase needed capital equipment with minimal annual impact to the taxpayers.

In reflecting back on the history of the City's past five budgets, non-tax revenues have remained steady at approximately \$18.5 million annually. During this time span, the City has been able to stabilize the tax rate with consistent increases in property valuations due to new growth in the community as well as the city's policy to steadily increase to the state's equalized valuation. In the current budget, these revenues increase by approximately \$1.5 million due to additional funding being received from the state for education under the 2005 enacted "Essential Programs and Services" funding model as well as a larger utilization of fund balance due to an available balance greater than the city's 10% policy amount.

City Administrator's Fiscal Year 2007 Budget Message, Continued

	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
Total taxes	\$ 20,431,516	\$ 20,812,974	\$ 23,354,279	\$ 23,157,235	\$24,196,821
Percent change	5.97%	1.87%	12.21%	-.84%	4.49%
 Total city valuation	 \$897,364,900	 \$1,136,489,900	 \$1,468,822,600	 \$1,792,587,120	 \$1,900,142,347

The Budget

The Adopted Budget for fiscal year 2007 calls for total expenditures of \$44,758,771 representing a increase of \$2,647,978 or 6.29% over the current year. By comparison, since the fiscal year 2002 budget was approved the increase in expenses has totaled \$9,359,144 for an average increase of 4.41% over the past six years.

The original budget requests from the fourteen individual departments were based on the department head's perceived needs. As noted below, there were some changes made to the City Administrator's proposed budget after a careful review by the City Council. The majority of this change is due to the City Council's removal of principle and interest charges for the proposed bond issue. The City Council opted to discuss further as to whether this issue would be taken to the voters in November of 2006 and be included in subsequent year's budgets. Another major change was the addition to the capital program of those items less than \$50,000, in order to outright purchase capital equipment instead of purchasing through a lease agreement. The City's undesignated fund balance was projected to be above the 10% policy level and the City Council thought it prudent to utilize these funds and purchase the equipment. There were no changes made to the Board of Education proposed budget for education.

	City Administrator		Approved
	Recommendation	Net Changes	Budget
Operating Budget	\$ 17,853,151	\$ (713,004)	\$ 17,140,147
Overlay & TIF Transfer	\$ 1,048,000	\$ (75,159)	\$ 972,841
Capital Outlay	\$ 690,250	\$ 451,515	\$ 1,141,765
<hr/>			
	School Board		Approved
	Recommendation	Net Changes	Budget
Education	\$ 25,504,018	\$ -	\$ 25,504,018
Total	\$ 45,095,419	\$ (336,648)	\$ 44,758,771

City Administrator's Fiscal Year 2007 Budget Message, Continued

The following chart compares the major categories in the operational budget and their respective increases over the last five years.

Departments	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
Legislative:	\$16,468	\$20,094	\$16,304	\$20,100	\$20,100
City Administration:	\$179,103	\$190,350	\$194,725	\$196,890	\$207,699
Finance/Technology:	\$362,086	\$508,939	\$541,573	\$706,344	\$728,154
City Clerk:	\$145,323	\$154,900	\$149,580	\$183,037	\$197,039
Assessor:	\$151,954	\$150,696	\$160,500	\$175,409	\$181,974
City Building Maintenance:	\$137,015	\$86,851	\$90,175	\$93,517	\$102,027
Legal:	\$273,891	\$144,757	\$135,366	\$105,000	\$235,000
Police Department:	\$2,255,666	\$2,354,294	\$2,505,583	\$2,593,293	\$2,730,674
Fire Department:	\$1,697,566	\$1,908,777	\$2,039,207	\$2,138,930	\$2,395,989
Building Inspections:	\$165,022	\$177,522	\$193,173	\$213,863	\$226,987
Planning & Econ Development:	\$224,559	\$268,829	\$293,001	\$264,557	\$262,032
Public Works Department:	\$3,336,897	\$3,112,165	\$3,710,174	\$3,673,423	\$3,854,313
Public Agencies:	\$392,252	\$482,309	\$488,943	\$539,000	\$541,900
Parks and Recreation Department:	\$456,610	\$485,750	\$585,146	\$612,822	\$715,131
Debt Service:	\$1,673,623	\$1,561,785	\$1,757,463	\$1,286,517	\$1,338,276
Employee Benefits:	\$1,992,268	\$2,144,648	\$2,143,209	\$2,075,796	\$2,198,601
Insurances:	\$220,996	\$204,013	\$213,348	\$219,971	\$241,969
Contingency:	\$38,608	\$80,625	\$48,523	\$64,000	\$66,000
Education K-12:	\$20,655,631	\$21,655,673	\$22,967,853	\$24,394,998	\$25,504,018
York County Tax:	\$795,896	\$747,821	\$772,182	\$859,182	\$896,282
Capital Improvement Projects:	\$2,728,263	\$1,208,365	\$615,627	\$672,702	\$1,141,765
TOTAL OPERATING & CAPITAL PROJECTS:	\$37,899,697	\$37,649,163	\$39,591,655	\$41,089,352	\$43,785,930

It should be noted that these totals do not reflect dollars appropriated for overlay or the City's TIF transfers.

City Administrator's Fiscal Year 2007 Budget Message, Continued

Revenues/Surplus

The amount budgeted for revenues shows an average increase of 2.87% since 2003, with a high increase of 9.68% between 2005 and 2006, due to higher state aid to education being received as part of the new "Essential Programs and Services" funding model. The increase of 8.49% between 2006 and 2007 is also due to additional state aid to education as well as a further utilization of fund balance in order to complete some needed capital improvement projects. The City's undesignated fund balance is above the level of 10% dictated by the City's Undesignated Fund Balance Policy. During this time actual revenues have been surpassing the estimated revenues resulting in a minimal surplus at the end of each year. This trend appears to be continuing within the City of Saco. However, as we move forward revenue estimates are starting to inch closer to the actual revenues. This means that growth in expenditures will need to be leveled off in relationship to the city's more modest growth in revenues. This is reflected in the current year budget with capital improvement projects funded at modest levels through utilization of additional undesignated fund balance in order to minimize the raising of property taxes as much as possible.

	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
Non-tax revenues	\$ 18,496,184	\$ 18,003,878	\$ 17,280,686	\$ 18,953,559	\$20,561,950
Percent change	0.00%	-2.66%	-4.02%	9.68%	8.49%

Obviously the amount of surplus funds being generated will reduce as actual revenues more closely reflect estimated revenues. At this time, the city has a healthy fund balance due to surplus funds. The city's fund balance policy dictates that fund balance needs to be maintained at a level between 8.33% and 10% of budgeted appropriations. In the current year, \$1,248,193 has been budgeted as a utilization of this undesignated fund balance, which has accumulated as the level well exceeded the policy level. The \$953,548 of utilization on the city side is to fund minimal capital projects that might not otherwise have been able to be completed and to subsidize city operating expenditures due to reductions in non property tax revenues. The \$294,645 of utilization on the school side is to stabilize the property tax increase in the current year. However, the city is very aware of the need to guard against a downturn in the economy, resulting in diminishing revenues and will continue to retain a fund balance level within the policy guidelines.

Major Increases

The major increases in the operational budget are negotiated salary/wage increases for the bargaining units representing all the various departments of the City, as well as non-union employees. Additional noteworthy increases are the hiring of 4 fire fighter/paramedics through the SAFER Grant program and the hiring of 2 additional employees within the Parks & Recreation Department to staff a necessary after school program for the youth of the community. Most City departments also have slight operational increases due to inflation and the increase in fuel and electricity costs being experienced in the last year. The Education Department increases are due to increases in tuition to the private high school, special education costs, health insurance increases and teacher contractual obligations.

City Administrator's Fiscal Year 2007 Budget Message, Continued

Savings/Increased Demands

The city's department heads are always looking for ways to save the city money, whether through increased efficiencies or through the attainment of federal and state grants. The city is participating in a number of activities related to increased efficiencies between various city departments as well as with other communities in our southern Maine area. The city's current software system was introduced on-line on January 6, 2004. This on-line program will provide access to employees, citizens and vendors 24 hours a day, 7 days a week while at the same time lessening the work burden on counter clerks within city hall. Joint collaborative purchasing efforts with neighboring communities exercises economies of scale in securing reduced pricing for larger purchase amounts such as fuel and paper supply.

The fiscal year 2007 budget also includes revenue amounts for specific state and federal grants that have been applied for. There is also a local match revenue account to fund those grants requiring a local contribution. There are also several other grant awards that will surface during the course of the fiscal year that were not known at the time of the budget process. These awards will be brought to the City Council for consideration upon being awarded and additional funding will be requested at that time, to fund any local match requirements above that originally budgeted.

The Future

In terms of the future, we are in good financial shape at this time, with non-property tax revenues increasing due to the additional state aid being received through the Essential Programs and Services Funding Model, and being in compliance with the tax levy limitations implied with Public Law 1 tax reform. However, we need to be alert to the public benefit versus the costs of the services we provide. In short, as the budget better reflects actual revenues, and as we move into the future, we need to be careful of our spending so that we do not find ourselves in the position of expenditures outpacing revenues.

What is at stake for the City of Saco officials can be summed up in one word: effectiveness. Major challenges are facing us as we enter this new year with infrastructure and capital maintenance needs being reduced to enable the funding of operational needs of the city. Officials need to be cognizant of the need to preserve the city's most valuable assets as large deterioration can very often increase the amount ultimately spent in order to bring them back to acceptable and safe condition levels. Some of this will hopefully be addressed if the City Council approves moving forward and allowing the voters to decide on the proposed capital improvement bond issue.

To that end, it is especially important that the City Council maintain and update regularly its comprehensive plan, goals and strategic plan, based upon guidance from appointed and elected officials as well as significant citizen involvement. These processes are already in place and underway with the mailing of citizen customer service questionnaires and web site request and recommendation forms accessible 24 hours a day, 7 days a week and the random independent phone "Citizen Satisfaction Survey." By putting citizens and local government officials into the decision-making loop, the City will be shifting to a more open and inclusive process of governance.

The city is greatly pursuing performance measurement type initiatives and continues to review policies and procedures to assure their compliance and alignment with the city's completed Strategic Plan (March 2004) and updated (February 2006). The City was successful at attaining a grant through the Center for Civic Innovation in order to further this effort and completed its first Citizen Satisfaction Survey in November of 2004 and a second Survey in October of 2005, as well as publish the first ever City Performance Measurement Report in January of 2005 and a second

City Administrator's Fiscal Year 2007 Budget Message, Continued

Performance Measurement Report in January of 2006 as a result of this grant award. It will be eminent for the City to review and update it's strategic plan in the coming year. Although these initiatives are not specifically addressed within the current year budget, they will be important for the city's continued efficient growth into the future. The City is now working diligently with a citizen focus group in order to gain feedback as to what they see as a vision for the City as well as what they might deem important for goals and objectives to be incorporated within the next Strategic Plan. The recently completed annual report of performance information displays the operational efficiencies and effectiveness of our operations here at the City of Saco. The City's first submittal was successful at achieving the Association of Governmental Accountants Certificate of Excellence in Service Efforts and Accomplishments Reporting. These processes all involve reviewing processes and measuring results achieved by the municipality in the area of customer service delivery and presentation. It also involves a close look at all procedures to assure that efficiencies are being maximized. Whether it means changing a specific procedure to lessen expenditures realized or examining new sources of non-tax revenues, the city needs to be pro-active in its response. Certainly, whatever we can do to keep up with changing trends and emerging issues will help to improve the future fortunes of our citizens. Successful activities involving a collaborative effort between municipalities need to be reviewed as a potential solution to some of the budget challenges facing us and other municipalities.

This executive summary would not be complete without the mention of the last year's enacted "Public Law 1 Tax Reform." This legislation was enacted within the State of Maine and impacted the approved fiscal year 2007 budget in that it limited the increase allowed in the annual property tax levy. This levy limitation is calculated based on two factors; one is certified by the State and is a state-wide personal income growth factor and the second is a local factor of the last know new growth percentage within each community. These two percentages are added together to arrive at the levy limitation percentage for each community across the State of Maine. The property tax levy in total can not increase by more than this amount without special disclosures made by the City Council and special motions made in order to approve the budget noting why the budget is exceeding the levy limitation. The fiscal year 2007 approved budget for the City of Saco is in full compliance with Public Law 1.

Summary

With this adopted budget there is a reduction in existing tax rate. In fact, due to a recently completed valuation adjustment in order to bring values back up to 95% of the state's equalized valuation, it is estimated that there will actually be a reduction of \$.23 to the city's mil rate. This means that property owners will be billed an estimated \$12.73 per thousand in fiscal year 2007 versus the \$12.96 per thousand they were billed in fiscal year 2006. However, the valuation of properties in the city will be on average 4% higher than they were in fiscal year 2006. In other words, a property valued at \$150,000 previously and paying \$1,944 in property taxes annually may now be valued at \$156,000 and paying \$1,987 in property taxes annually. Basically a minimal increase of \$43 in property taxes for that \$150,000 homeowner and an actual increase of \$1,039,587 on the total City property tax levy. Not a bad investment considering the benefits being received and the service levels being provided across the city.

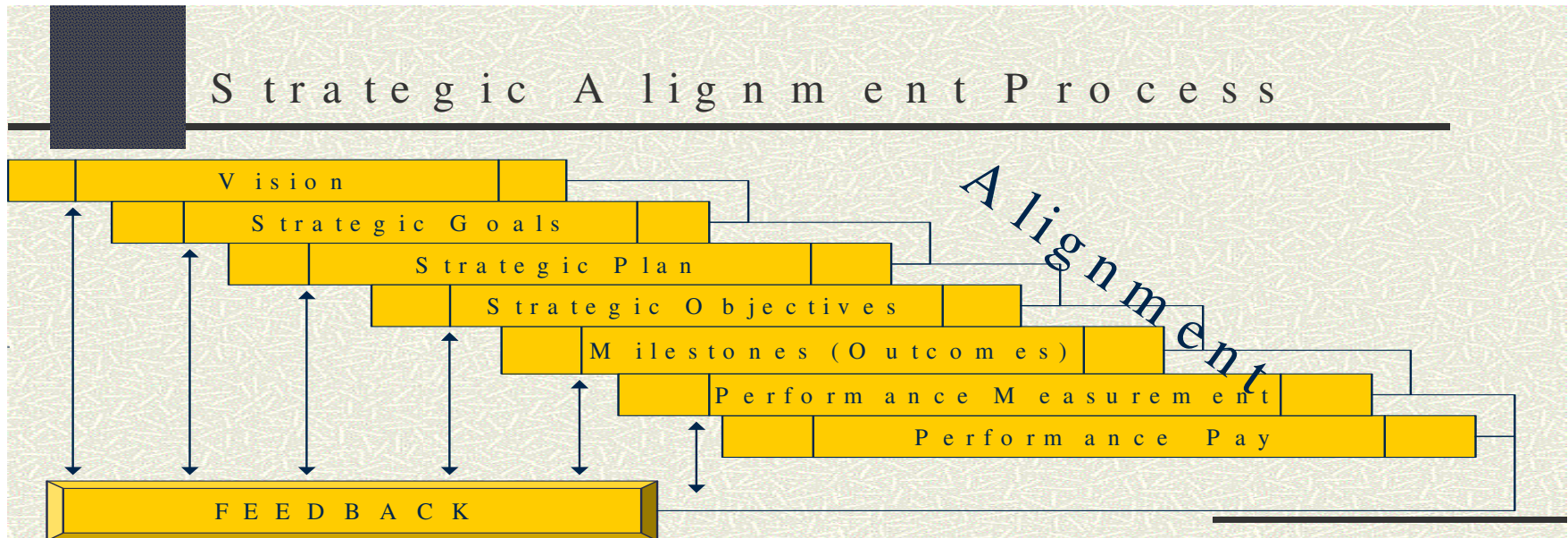
Finally, I would like to offer special thanks to the Mayor, City Councilors and all Department Heads for the preparation of this budget. Their efforts have been invaluable.
Respectfully submitted,

Richard R. Michaud
City Administrator

STRATEGIC PLANNING PROCESS

City of Saco, Maine Strategic Planning Process

In order to complete the City's programs and activities, the budget must be an integral part of the ongoing effort to achieve the City's vision statement and strategic plan. The City is constantly working to align the integral elements within our strategic planning process. This process consists of the following elements:



The City Council has adopted the following vision statement for the City of Saco. It is a general statement on the purpose of the City and is intended to represent the organization's values and philosophy. The City management team is currently working on the creation of a new vision statement for the City. A citizen focus group is also reviewing the vision statement to provide their feedback as to how the citizens perceive the City of Saco and its government. The newly created vision statement(s) will be included within the next updated strategic plan.

VISION STATEMENT: Our vision is a high quality of life for Saco Citizens. Central to this vision is a sustainable economy that offers an opportunity for everyone to have rewarding employment and for business to prosper, now and in the future. The people of Saco bring this vision into reality by working together and building on our tradition of hard work, dedication and ingenuity.

Strategic Planning Process, Continued

The City Council has adopted the following strategic goals within the City's Strategic Plan. Strategic goals are general statements of purpose that pertain to how the City achieves its mission and vision. The strategic goal generally addresses end results rather than specific actions. A goal provides a framework and direction for city departments to align their objectives and plans to achieve their goals.

Downtown Revitalization

Strategic Goals



The City recognizes the downtown's significance as the economic and community center. The City will continue to support the revitalization of the downtown and will support groups like Saco Spirit.

Infrastructure and Capital Development and Maintenance



The City is committed to maintaining and improving the City's infrastructure, facilities, and equipment by maintaining the current and planning for the future.

Growth Management



The City will encourage orderly growth and development in appropriate areas while protecting natural resources and rural character, in order to maximize the efficient use of municipal services and discourage sprawl.

Meeting New Environmental Regulation Challenges



The City recognizes and supports the regulations that will improve the quality of our natural resources.

Technological Innovation and Implementation



The City will commit considerable efforts for the development of a technological infrastructure that facilitates communication with the citizens and improves the effectiveness of City employees.

Human Resource Investment



The City recognizes that the City's employees are a considerable resource that requires investment to ensure that we have the talents and skills needed to meet the needs of the City.

Leisure Services Investment



The City understands the needs for active and passive recreational facilities and cultural for its citizen's leisure pursuits and will continue to upgrade and develop new outlets to meet these needs.

Strategic Planning Process, Continued

Meeting the Financial Needs for City Services



The City will make every effort to financially support the needs of the City through traditional and nontraditional revenue sources such as grants, user fees, and impact fees.

Public Safety

The City will endeavor to provide a safe and secure community



In March of 2004 the City completed its strategic plan. This task began with the review of each department's strengths, weaknesses, opportunities and threats (SWOT). This SWOT analysis was then distilled into the nine strategic goals noted above and presented within the City's strategic plan. In addition to the development of the strategic goals, each department was requested to develop strategic objectives to advance these goals. Each objective contained in this plan is aligned with one or more of the nine strategic goals. Each of the objectives contains milestones that identify major accomplishments that will need to be completed to finish the objective. A critical piece of this plan is that the time horizon has been expended to consider financial and resource capabilities. An objective may span a number of years depending on the goal's complexity and financing. This plan will allow the city to track progress on all goals and objectives over time. The intent of this plan is to provide strategic direction for the management of the City and to align departmental objectives with this direction. Each year the plan will be reviewed and updated with the Mayor, City Council and staff. At this time the objectives will be updated to reflect the direction of staff for the coming year. The last update was completed in February of 2006. The objectives of each department are located within the narrative section of each department respectively. With the following exceptions: the objectives of the Education Department, Legal Department and Legislative Department. The Education Department has its own elected Board of Education that they report to and they therefore do not participate in the same strategic planning process as those departments who report to the Mayor, City Council and City Administrator. The Legal Department expenditures are to a hired sub contractor of the city and not an employee of the city, so he/she is not required to go through the strategic planning process with the rest of the city departments. The Legislative Department (City Council) does not establish objectives but rather establishes the nine strategic goals that all departments establish their objectives to achieve. They are therefore detailed at the beginning of this section. The City Administration goals are to achieve the strategic goals set by the City Council within the Legislative Department. They therefore become one in the same with those detailed previously. The City Administrator also assists each department in their objective setting process to assure that they align with one of the nine strategic goals established by the City Council.

Strategic Planning Process, Continued

From the use of this strategic plan, performance measurements have also been established to provide better operational accountability. The City is working towards ensuring that services are provided in the most efficient and effective way. The City has formulated a mixture of performance measurements and comparable statistics between other Maine communities. This will be presented in the form of output measures, outcome measures and efficiency measures for each City department. The city received a \$30,000 grant through the National Center for Innovative Technology to further this effort and to publish a performance information report on this data. As a result, two reports were completed, one in January of 2005 and one in 2006. Performance measures are presented respectively within the various departmental sections of this report.

The City has linked the achievement of each department's milestones to the performance based pay system already in place, which rewards employees for the achievement of these objectives. Thus creating a complete alignment and strategic focus for the entire City. The last integral piece of this process will be to solicit feedback from the citizen's within the City of Saco on our progress to assure that our strategic goals and objectives are aligned with the service needs of our community. Each year they will be revisited for this purpose an updated based on the feedback received. The recent grant award provided the City with the funding to pursue this outreach to the citizens of our Community and to complete two citizen satisfaction surveys; November of 2005 and October of 2006. Various results of this process are respectively reflected within the various departmental sections of this report.

FISCAL YEAR 2006 PROGRAMS AND ACTIVITIES

During the past completed fiscal year departments worked on a variety of programs and activities that resulted in organizational improvements. These programs and activities have achieved many goals set for that year. The achievement of the fiscal year 2006 goals by each department can be found within the narrative sections of each department. The departments were therefore establishing their own individual goals aside from the City Council goals with no real alignment. The new process provides for this alignment with each department now establishing objectives, instead of goals, that contribute to the achievement of the nine strategic goals established by the City Council.

BUDGET PROCESS AND FINANCIAL MANAGEMENT POLICIES

City of Saco, Maine

The Budget Process and Financial Management Policies

BUDGET AS A POLICY DOCUMENT

The Budget is an operating plan for the City of Saco's General Fund only. The other funds of the city do not have a legally adopted budget by the City Council. This budget identifies, proposes and clarifies City policies.

OBJECTIVES OF THE BUDGET

The City Council's Vision Statement and Strategic Goals for 2007 are detailed previously. The objective of this budget is to implement the City's Strategic Plan. This budget addresses the implementation of a number of the City's planning and policy documents. These include the following:

- ◆ A Revitalization Plan for Saco Island and Downtown Saco, September 1998
- ◆ Comprehensive Plan for the City of Saco, August 1999
- ◆ Project Impact All Hazards Mitigation Plan with Short and Long-Term Risk Reduction strategies, January 2000
- ◆ Information Technology Protection "Best Practices" Assessment, November 2000
- ◆ A Plan for the Parks, Capital Improvement Plan for the City of Saco Parks System Years 2001 – 2010, February 2001
- ◆ Landfill Reuse Plan, 1997
- ◆ Evergreen Data Continuity Disaster Recovery Analysis and Report, 2001
- ◆ Technology Plan, 2000
- ◆ Saco Bay Regional Beach Management Plan, February 2000
- ◆ Emergency Management Basic Plan, February 1991
- ◆ Saco Police Study, January 2001
- ◆ Combined Sewer Overflow Abatement Master Plan, 1994
- ◆ Pavement Inventory and Management, February 2001
- ◆ Information Technology Plan, April 2002
- ◆ Saco Spirit of Business Recommendation Report, 2002
- ◆ Strategic Plan, 2004 and 2006
- ◆ Bicycle and Pedestrian Master Plan, 2004
- ◆ Report on Public Opinion Survey, 2004 and 2005
- ◆ Route 112 Corridor Study, 2005
- ◆ Main Street Traffic Plan, 2005
- ◆ Maine Energy Recovery Company Survey, 2005
- ◆ Analysis of the Potential Financial Impacts of Closing the Maine Energy Recovery Company Facility, 2005
- ◆ Energy Audit, 2006
- ◆ Cultural Plan, 2006

BUDGET AS AN OPERATIONS GUIDE

Aside from forming the basis for policy decision, the budget provides a framework for City operations. The operating considerations go beyond financial dimension, and affect the number and level of employees, promotions and reorganizations and other factors that affect day-to-day activities of the departments.

City of Saco, Maine

The Budget Process and Financial Management Policies, Continued

BUDGET PROCESS

The Department Heads submitted their budget requests to the Finance Director on February 3, 2006. The Finance Director then met with each Department Head to go over their requests between February 6, 2006- February 8, 2006. These requests were then summarized and put together with the revenue projections and submitted to the City Administrator for final review. Per Article VI, Section 6.04 of the City Charter, the City Administrator then submitted the budget to the City Council on March 20, 2006. On April 3, 2006, the City Administrator submitted a summary of the Board of Education and the City Administrator budget that included principal sources of revenue, the amount to be raised by property taxes, expenditures itemized by department, and published a summary of this proposed budget in the newspaper. The Council then met according to the budget schedule outlined for them, which included a Public Hearing on May 1, 2006. After the public hearing, the Council adopted the fiscal year 2007 budget on May 1, 2006.

Once adopted, the City budget document creates dedicated spending authority and transfers that authority to department heads. City purchasing policies are in place to govern expenditures. Additionally, the Finance Director and the Internal Auditor review bills prior to payment. This review allows for the opportunity to spot-audit purchases prior to expending public funds for payment.

City Councilors maintain a contingency account in each annual budget specifically for unbudgeted emergencies.

Article VI, Section 6.05 of the City's Charter provides that the City will prepare and present a Capital Improvement Program with the annual budget. The Capital Improvement Program includes necessary capital expenditures and infrastructure needs for the City. The Capital Improvement Plan includes:

- ◆ A clear general summary of its contents.
- ◆ A list of all capital improvements which are proposed to be undertaken during the 5 fiscal years ensuing, with appropriate supporting information as to the necessity of such improvement.
- ◆ The cost estimates, methods of financing, and recommended time schedules for each respective improvement.
- ◆ The estimated annual cost of operating and maintaining the facilities to be constructed or acquired.

Section 6.07 of the Charter provides that the City Council will hold a public hearing to consider the Capital Improvement Program. Following the Public Hearing, the City Council may adopt the Capital Improvement Program, with or without amendments, on or before the first regular City Council meeting in June.

City of Saco, Maine

The Budget Process and Financial Management Policies, Continued

The Capital Improvement Program includes an inventory of possible capital projects, some of which may ultimately be financed through the issuance of indebtedness. The assurance of debt, however, is subject to the prior review and approval of the City Council. Pursuant to Article VI, Section 6.15 of the Charter, the City Council may incur indebtedness to provide funds to finance projects for the acquisition of land, the construction, reconstruction, major alteration, extraordinary repairs, and equipment of buildings and other permanent public improvements, the purchase of machinery and equipment, and the payment or refunding of bonds, notes and certificates of indebtedness previously issued, through a bond issue.

The City Council, upon approval of the issuance of said bonds or notes, shall take all necessary legal steps to submit their action to the voters of Saco for ratification or rejection at the next regular municipal election or at a special election that shall be called, advertised and conducted according to the law relating to municipal elections, but the total number of votes cast at said special election must be equal to or exceed 20% of the total votes cast for all candidates for Mayor at the previous general municipal election. No bond or note issue except borrowing for emergency appropriations or in anticipation of taxes, shall be valid unless the voters of Saco as above have ratified the City Council's action provided.

BUDGET AS A STRATEGIC PLAN

With the recent completion of the City's Strategic Plan, the strategic goals, objectives to achieve the same, and the milestones establish for measurement of success will direct the planning of future budgets. The direction and demand for services will shape the departmental budgets.

BUDGET AS A FINANCIAL PLAN

Central to all budgeting concepts is a notion of sources and uses of funds/resources. Whether simply by appropriation or some other more sophisticated strategy, the budget takes account of available and anticipated stocks and streams of resources and provides a plan for their disposition/use. The budget is the primary instrument for promoting solvency; efficiency and collective choices regarding distribution and allocation of resources between groups and individuals.

City of Saco, Maine

The Budget Process and Financial Management Policies, Continued

ORGANIZATIONAL CHART

This budget adopted some changes within the existing City organizational chart. This is the addition of four fire fighter/paramedic positions within the Fire Department and two new positions within the Parks & recreation Department. One position is an administrative position and the other is to administer the soon to be expanded after school program. The City currently employs 170 permanent full and part time employees and numerous seasonal employees.

THE BUDGET

The expenditure portion of the City of Saco's budget is presented by department and details the estimated funds deemed to be required for its operation. Some departments are also subdivided into activity centers. Each department and activity center is detailed by line item expenditure. The requirements for each line are self-explanatory as they correlate with the account name. The revenue portion of the budget is presented by categories of anticipated sources.

Proposed and adopted budget figures are presented in a format that allows anyone to compare them to the budgets and actual expenditure levels of the current and prior years.

BUDGET AMENDMENT

The City Council can amend the budget any time during the budget year. The practice has been to amend the budget at year-end to provide for overdrafts on various accounts. The following paragraphs have been copied from the City Charter. The method, which can be used by the public to amend the budget, is described in this section.

Section 6.09 Amendments After Adoption

- A. Supplemental Appropriations. If during the fiscal year the City Administrator certifies that there is available, for appropriation, revenue in excess of the amount estimated in the budget, the City Council may, upon affirmative vote of five members, make supplemental appropriations for the year up to the amount of such excess.
- B. Emergency Appropriations. To meet a public emergency affecting life, health, property or the public peace, the City Council may, upon the affirmative vote of five members, make emergency appropriations. To the extent that there are not available unappropriated revenues to meet such appropriations, the City Council may authorize the issuance of notes, which may be renewed from time to time, but the notes and renewals of any fiscal year shall be paid no later than the last day of the fiscal year next succeeding that in which emergency appropriation was made.

City of Saco, Maine

The Budget Process and Financial Management Policies, Continued

- C. Reduction of Appropriations. If at any time during the fiscal year it appears probable to the City Administrator that the revenues available will be insufficient to meet the amounts appropriated, he shall report to the City Council without delay, indicating the estimated amount of the deficit, any remedial action taken by him and his recommendations as to any other steps to be taken. The
- D. City Council shall then take such further action as it deems necessary to prevent or minimize any deficit and for that purpose it may reduce one or more appropriations.
- E. Transfer of Appropriations. At any time during the fiscal year, upon written request by the City Administrator, the City Council may, upon affirmative vote of five members, transfer part or all of any unencumbered appropriation balance within a department, office or agency or from one department, office or agency to another.
- F. Limitations. No appropriation for debt service may be reduced or transferred, and no appropriation may be reduced below any amount required by law to be appropriated or by more than the amount of the unencumbered balance thereof.

The supplemental and emergency appropriations and reduction or transfer of appropriations authorized by this Section may be made effective immediately upon adoption.

DEPARTMENTS DUTIES AND PROGRAMS

Within the following narrative, each City Department section includes a description of the duties of the City Department Directors as provided by the City Charter. It and the following section create a framework for measuring the performance of the department. Per Section 4-12 of the Saco City Code, the administrative service of the city shall be divided under the City Administrator into the following Departments along with the department heads responsible for their operation:

Administration-	City Administrator
Assessing Department-	Assessor
City Clerk-	City Clerk
Finance-	Finance Director
Fire Department-	Fire Chief
Building Inspection and Code Enforcement-	Building Inspector
Planning & Economic Development-	Economic Dev. Director
Parks & Recreation Department-	Parks and Rec. Director
Police Department-	Police Chief
Public Works Department-	Director of Public Works

City of Saco, Maine

The Budget Process and Financial Management Policies, Continued

POLICY CHANGES

The fiscal year 2007 budget incorporates a few minor policy changes over last years budget. One policy change includes a change in the way that capital items (infrastructure and fixed assets) are budgeted for. In prior years, fixed asset purchases were included within the budget through lease purchasing arrangements and infrastructure needs were deferred to following years. In the current year, fixed asset items under \$50,000 were included within the capital section of the budget for outright purchase and not included in the lease purchasing arrangement. The City Council is also going to consider taking a potential bond issue to the voters in November in order to approve a general obligation bond for needed infrastructure improvements throughout the community. The principle and interest payment on this proposed issue have not been included within this fiscal year 2007 budget but would be included within the fiscal year 2008 budget if approved by the voters of Saco. Another policy change comes with the City Council's decision to fund the purchasing of a new bus for the Parks and Recreation Department which will allow the department to transport citizens of Saco, of all ages, to various recreational type events. Transportation is a new service for the Parks & Recreation Department. This budget also includes the addition of six full time employees. Four are within the fire department and are to funded through a Fire SAFER Grant and the other two are within the Parks and Recreation Department to expand the City's after school program for the youth within our community.

The last crucial policy change is that the City side of the budget is in compliance with the prior year passed state legislation entitled "Public Law 1 Tax Reform." This law establishes a tax levy limitation on every municipality in the State of Maine. Also, in conjunction with this, the education budget is within the guidelines of the states "Essential Programs and Services" model. There were therefore no additional disclosures necessary in the adopting of the fiscal year 2007 budget.

POLICY IMPLEMENTATION AND MONITORING

The City Administrator is responsible for carrying out the policies adopted by the City Council. Policy implementation is reported to the City Council on a quarterly basis.

CAPITAL EXPENDITURES EFFECTS ON OPERATING BUDGETS

All capital requests made by each of the departments are included in the Capital Improvements list, if it meets the City's policy of a capital item with a valuation of \$8,000 or more or useful life of 8 years or more. The timing of funding for the item is also on the schedule.

City of Saco, Maine

The Budget Process and Financial Management Policies, Continued

Capital expenditures have resulted in a significant decrease in the Public Works Department budget. The addition of new vehicles to the fleet and retirement of older high maintenance equipment has resulted in decreasing of maintenance costs. This budget will continue this practice although the replacements are reflected within the lease line within debt service instead if through the capital improvement department.

It is also of benefit to consider the proposed Capital Improvement Plan Policy that has been created. This policy outlines all of the assets currently owned by the City of Saco, their historical costs, their estimated useful lives, and their estimated replacement costs. With this information, the City will be better able to plan for replacements which will aid in our budget preparation in future years as we have a better idea of fiscal impacts due to replacements being projected.

BASIS OF ACCOUNTING/BASIS OF BUDGETING

The City of Saco uses the same form of accounting for budgeting and reporting, as accepted by the Government Finance Officers Association called modified accrual accounting. The modified accrual accounting method is practiced under generally accepted accounting principles (GAAP) which require the City to acknowledge revenues in the budget period they are measurable and available, and expenditures in the period the liability is made. The only exceptions to this under the basis for budgeting are that compensated absences and the accrual for teacher's summer salaries are not included in the budgetary appropriations. Under this system the City measures expenditures based on the time a commitment is made for a good or service. In other words, the City considers an item purchased when the good or service is ordered, regardless of when the item is delivered. This means departments' track their spending based on orders, not payments, so the City does not exceed its authority to spend. The budgetary control is at the departmental level. In all cases, department heads will consult with the City Administrator to review circumstances and have the administrator approve the transaction prior to the overspending of the department. For budgetary purposes, the City encourages managers to accurately reflect expenditures in appropriate accounts even if so doing causes overspending. Department heads consider it a point of pride not to overspend budgetary appropriations and work very hard to avoid any overspending in the operation of their departments.

The City of Saco has two principle sources of revenue: revenues received from the State of Maine for aid to education and property taxes levied. The tax levy is administered through the municipal tax assessment based on the property valuation of each property owner. The mil rate for fiscal year 2006 was \$12.96 per thousand dollars of valuation in comparison to the fiscal year 2007 mil rate that has been estimated at \$12.73. State of Maine education subsidies are based on a statewide Essential Programs and Services distribution formula.

Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., when they become both measurable and available). "Measurable" means the amount of the transaction can be determined, and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. For property taxes, available means collected in

City of Saco, Maine

The Budget Process and Financial Management Policies, Continued

the current period or within 60 days after the end of the current fiscal year. Revenues susceptible to accrual are property taxes, ambulance receivables, interest revenue, and charges for services. Fines, licenses, and permits are not susceptible to accrual because generally they are not measurable until received in cash. However, experience allows the City to forecast future revenues based on traditional use patterns through reliable and conservative projections. Expenditures are recorded when the related fund liability is incurred. Principal and interest on general long-term debt are recorded as fund liabilities when due.

In applying the susceptible to accrual concept to intergovernmental revenues, the legal and contractual requirements of the numerous individual programs are used as guidance. There are essentially two types of intergovernmental revenues currently being received by the City:

- Resources that must be spent for the specific purpose, or project, before any amounts will be paid to the City, are recognized based upon the expenditures recorded.
- Resources that are virtually unrestricted as to purpose, and are usually revocable only for failure to comply with prescribed compliance requirements, are reflected as revenues at the time of receipt, or earlier, if the susceptible to accrual criteria are met.

Resources received in advance are recorded as deferred revenues. Deferred revenues arise when the City receives resources before it has a legal claim to them, as when grant monies are received prior to the incurrence of qualifying expenditures. In subsequent periods when both the measurable and available criteria are met, or when the City has legal claim to the resources, the liability for deferred revenue is removed from the combined balance sheet and revenue is recognized.

Beginning fiscal year June 30, 2001, the city was in full compliance with Governmental Accounting Standards Board (GASB) Statement No. 34. This required the city to also present government-wide activity as a whole. These statements are prepared using the economic resources measurement focus and the accrual basis of accounting. This is the same approach used in the preparation of proprietary fund financial statements but differs from the manner in which governmental fund financial statements are prepared. Therefore, governmental fund financial statements include a reconciliation with brief explanations to better identify the relationship between the government-wide statements and the statements for governmental funds.

FUND BALANCE

There are various definitions of the term “fund balance.” Generally, the term can be defined as the “cumulative difference of all revenues and expenditures from the government’s creation.” Fund balance can also be defined as “the difference between fund assets and

City of Saco, Maine

The Budget Process and Financial Management Policies, Continued

fund liabilities, and can be known as fund equity or surplus.” It should be noted that the unreserved portion of the fund balance might not represent “specific assets” of the fund (e.g., cash or a particular investment).

The City fund balance is normally divided into a reserved and an unreserved account. The reserved account consists of funds that are legally restricted to a specific future use (such as “reserved for encumbrances”), or are not available for appropriation or expenditure (such as “reserved for inventories”), or are reserved for a specific project (such as “sidewalks”). The unreserved portion may also be subdivided into designated and undesignated portions. If tentative management plans for future actions require financial resources, then a portion of the fund balance may be designated for those purposes. The undesignated portion of the unreserved fund balance is the financial resource that may be made available to meet unplanned or unforeseen contingencies and other emergency working capital requirements.

The Saco Code, Article IV, Undesignated Fund Balance Policy section 15-25 states “It is the policy objective of the city that the audited undesignated fund balance should be a maximum of 10% of the following year’s combined city/school general fund budget as adopted by the Saco city Council. The minimum undesignated fund balance should be set at one month’s budgeted expenditures or 8.33% of the combined annual budget.” Excess and unencumbered surplus funds may be used to reduce the tax levy or to fund additional capital project expenditures.

As dictated by GASB 34, the city also presented fund balance as net assets in the Government-wide financial statements. These net assets were classified in the following categories:

Invested in Capital Assets, Net of Related Debt- This category groups all capital assets, including infrastructure, into one component of net assets. Accumulated depreciation and the outstanding balances of debt that are attributable to the acquisition, construction or improvement of these assets reduce this category.

Restricted Net Assets- This category presents external restrictions imposed by creditors, grantors, contributors or laws or regulations of other governments and restrictions imposed by law through constitutional provisions or enabling legislation. This category presents restrictions placed on the categories of Capital Projects, and Specific Projects and Programs as established by City Council.

Unrestricted Net Assets- Represent the net assets of the City, not restricted for any project or other purpose.

INTERNAL CONTROLS

Management of the City of Saco is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the government are protected from loss, theft, or misuse and to ensure that adequate accounting data are compiled to allow for the preparation of financial statements in conformity with generally accepted accounting principals. The internal control structure is designed

City of Saco, Maine

The Budget Process and Financial Management Policies, Continued

to provide reasonable, but not absolute, assurance that these objectives are met. The Finance Director reviews financial statements on a monthly basis and prepares a summary report to the City Administrator, Mayor and City Council. Recommendations are then made concerning investments.

BUDGETARY CONTROLS

Budgetary control is maintained at the fund and department level with departments having on-line access to account information. Additionally, department heads are provided a monthly printout of financial data for each activity center in the department. These reports display approved budget amounts, detailed item-by-item expenditure transactions, and remaining budget balances by line item. The City Administrator and the Finance Director review these reports on a monthly or as needed basis.

Operating Budget Policies

1. To maintain the integrity of the City budget process, a full budget process prior to authorization will establish all expenditures.
2. Departmental budgets will not be exceeded without authorization of the City Administrator.
3. Emergency expenditure items will be brought before the City Council at a regular City Council meeting, but wherever possible items will be authorized through a full budget process.
4. The City Administrator and Finance Director will issue budget guidance annually to assist department heads in preparing their budgets.
5. The fiscal year 2007 budget is to result in a modest tax increase over the previous year.

Revenue Policies

1. The City will establish all user fees at a level as close to full cost (the cost of delivering the service) as possible, or at rates that reflect market levels.
2. When a capital improvement project benefits specific properties or users, these parties will be considered for assessment of a user fee.
3. The City will seek to maintain as diversified and stable a revenue system as allowed by law.
4. New improvements or developments may be assessed impact fees for the cost of public improvements.
5. The City will aggressively seek new revenue opportunities.

Investment Policies

1. The City affirms its commitment to policies found within the investment policies developed by the City Council. Investment policies are structured to maximize safety, maintain appropriate liquidity, and allow for appropriate return on investment.

City of Saco, Maine

The Budget Process and Financial Management Policies, Continued

2. The City will deposit all revenues within the same working day or if not possible, within a 24 hour period.
3. To the extent possible the City will attempt to match its investments with anticipated cash flow requirements.
4. The City will aggressively collect revenues.

Reserves

1. The City will seek to increase its General Fund reserves to appropriate levels as allowed by statute.
2. The City will thereafter maintain its reserves at allowable levels to decrease the City's vulnerability to short term market fluctuations.

Auditing

1. An independent audit will be performed annually.
2. The City will conform to Generally Accepted Accounting Principals (GAAP) as established by the Governmental Accounting Standards Board.
3. The City will maintain other internal auditing procedures as recommended by the independent auditor.

Bonded Debt

1. The City will maintain and improve its credit rating.
2. Bonded debt will not be used to fund operating expenditures.
3. Bonded debt will not be structured for the debt to last longer than the facility.
4. Capital projects will be considered for bonded debt if they have a relatively long useful life and require large amounts of capital investment.
5. Capital projects will be considered for Pay-As-You-Go basis if the tax rate will not become excessively burdened during the period of implementation.
6. The Finance Director will annually assess refinancing options on all current debt issues.

Capital Investments

1. The City will review and update its Capital Investment Program (CIP) annually.
2. Where appropriate, CIP items will be considered for bonded debt programs.
3. Current year CIP recommendations will be segregated within a CIP department and will not be integrated into the departmental budgets.
4. The City will maintain its physical assets to protect its capital investment and minimize the need for future capital investments.
5. The City will consider using lease-purchase agreements for items with a useful life longer than one year where circumstances favor leasing. However, leases will not be approved for periods exceeding the useful life of the equipment.

TRENDS AND FINANCIAL STRUCTURE

City of Saco, Maine

Trends and Financial Structure

TRENDS

Information is provided pertaining to both revenue and expenditure trends over the past ten years.

ECONOMIC CONDITION AND OUTLOOK FOR THE CITY

The City of Saco, Maine, incorporated in 1867, is located at the mouth of the Saco River on the southerly side of Saco Bay in the Gulf of Maine, in the southern coastal section of the State and is approximately the eleventh largest City in the State of Maine. The City of Saco continues to be a key area within the state for residential growth, as well as a key area where industrial and commercial companies are investing. The City of Saco has ranked among the top five cities within the State of Maine for this growth. Saco has a land area of 38.5 square miles with 57.9% of this area undeveloped and a population of 16,822. The City is empowered to levy a property tax on both real and personal property located within its boundaries.

Unemployment in the Saco area has decreased from 4.0 percent at the start of the fiscal year to 3.5 percent at year-end as reported by the State of Maine Department of Labor. The State of Maine is currently recovering from a major deficit mostly due to the downturn in the economy and the reduction in income taxes being raised. They have enacted a new Essential Programs and Services school funding model which will bring significantly more revenues to the City of Saco for educational purposes. This model is aimed at phasing in the actual funding of 55% of educational costs over the next four years.

Economic Development- The City has worked tirelessly to improve the economic development climate in Saco and the proof of those efforts is the steady increase in the City's assessed valuation which is due primarily to growth in the industrial and commercial sector. Notable additions to the City's economic development base are due primarily to the City's new industrial park project, which is continually expanding. There are also numerous residential dwellings being constructed.

Assessed Valuation- For the 13th consecutive year, the City's valuation has steadily increased, with the exception of fiscal year June 30, 1999 where the valuation slightly decreased due to the State mandated homestead exemption of approximately \$25 million. This exemption reduced the taxable valuation for the taxpayers of the City but was substituted by a reimbursement from the State. Since fiscal year 1991, the assessed valuation has risen from \$729,675,000, to this year's estimated \$1,900,142,347. This equates to a 160% increase over this period. However, this increase has not been reflected proportionately between residential and commercial growth. In 1990, residential property accounted for 68% of the City's valuation. This year, residential property taxes will account for an estimated 80% of the taxes paid, while business/industry will account for only 20%.

City of Saco, Maine

Trends and Financial Structure, Continued

Financial Management- The City is committed to ensuring sound financial management of the public's funds. This includes development of a 5 year Financial Plan, which incorporates City Council goals and objectives, a strategic plan, maintaining a sufficient fund balance, and adhering to the highest management standards.

Capital Improvements & Debt Service- The City has prepared a 5 year Capital Improvement Plan Policy. This policy outlines all of the fixed assets currently owned by the City, their historical costs, their estimated useful lives, and their estimated replacement years and costs. With this information, the City will be better able to plan for replacements which will aid in our budget preparation in future years as we have a better idea of fiscal impacts due to replacement being projected. In the current fiscal year, \$1,141,765 was budgeted to fund various capital improvement projects. However, there is an additional approximately \$350,000 of capital replacements budgeted within the debt service department through a lease purchase option. In addition to funding a conservative, yet responsible level of capital improvements, the City has also retired more debt principal than the City acquired during the fiscal year, with the only addition being a \$75,000 principal payment on the open space bond approved by the voters several years ago.

Comprehensive Plan- A comprehensive plan for the City's development was adopted in October of 1999. This plan sets out development policies and goals for capital planning for the next decade.

Interlocal service efforts with the City of Biddeford and the Town of Old Orchard Beach- Saco, Biddeford and Old Orchard Beach continue to build among the many services we provide jointly, including the harbor river patrol efforts, various training efforts for employees, combined purchasing to take advantage of economies of scale, and combined negotiations of cable franchise agreements, to name just a few. The City is currently researching a regional dispatch concept.

Biddeford-Saco-Old Orchard Beach Transit Committee- The City is member of the Biddeford-Saco-Old Orchard Beach Transit Committee, which is a jointly governed organization. The Committee operates a public mass transit passenger bus service within and between the three municipalities under a voluntary inter-local agreement. The City of Saco's contribution to the committee for the year ended June 30, 2006 was \$48,000. The current year budget funds this same allocation of \$48,000. However, a state urban-rural initiative program will reimburse the city a portion of this additional expenditure being incurred for public transportation. The Transit Committee does not meet the definition of a component unit or a joint venture because there is no ongoing financial interest or responsibility by the participating governments.

REVENUES

Over the past decade the City of Saco has had a variation in revenue. The attached tables depict the breakdown in the major revenue sources over the last ten years. The strong dependence on property taxes clearly demonstrates the need for additional revenue sources, which

City of Saco, Maine

Trends and Financial Structure, Continued

are being pursued through legislation and by constantly monitoring procedures for efficiencies and ways for the City to run various additional facets of the City's operations which are currently being subcontracted out. In the fiscal year 2007 budget, there is again a significant increase in intergovernmental revenues being received from the State of Maine for education purposes. This is due to the prior year enacted legislation of funding the school departments on the "Essential Programs and Services" model. The City of Saco is making out very well under this new funding model as the department was significantly under funded in prior years under the old model of funding. The purpose of this model is to phase into the statewide referendum affirmative vote to force the state to pay 55% of education costs. This funding will be based on a 55% reimbursement to the various communities for what they consider to be the Essential Programs and Services expenditures of each school department. With this additional funding, the City of Saco was able to minimize the total property taxes being levied to the community over the last two years.

REVENUE BASE

For budget purposes, revenues are accurately but conservatively estimated. The City expects future revenues to be consistent, stable, and predictable and will continue to represent a similar proportion of future revenues.

The overall revenue base for the City remains fairly stable. The increase in total revenues over last years budget is primarily due to the current year increase in State aid to education as mentioned above, the projected collection of motor vehicle excise taxes coupled with an increase in recreation fees due to the new after school program. Also in the current year, transfers from other funds have been increased to reflect a transfer from the ambulance fund to cover the purchase of a new ambulance. Utilization of fund balance has also been increased to cover some additional capital improvement items due to the fact that fund balance exceeded the 10% level dictated by the City's undesignated fund balance policy.

The budget proposes an increase in the property tax from \$23,157,234 to \$24,196,821 which is a 4.49% increase. Total property assessment of the City will increase approximately \$110,000,000 from 2006 to 2007. Undesignated, unreserved, Fund Balance or "surplus" is recommended for appropriation in the proposed budget at a level of \$1,248,193, which is \$511,978 higher than last year's budgeted amount. This additional draw on fund balance is due to the fact that the city's undesignated fund balance level was well above the amount dictated in the city's Undesignated Fund Balance Policy and it will be used to proceed with capital projects throughout the city that would not have been done otherwise. It also serves to subsidize the operating budget of the city and to remove the need to increase the mil rate for property taxes. Other municipal revenues are projected to increase 8.49% or \$1,608,391 due primarily to additional funding the education department will receive from the State of Maine from the Essential Programs and Services model of school funding recently adopted by the state.

City of Saco, Maine

Trends and Financial Structure, Continued

EXPENDITURES

The City's expenditure of funds to provide necessary day-to-day services has increased over the past decade. The attached tables depict expenditures by category over the last ten years. These increases reflect the increasing demand for service due to population increase, demographic changes as development increases within the City as well as various legal requirements and mandates. Additionally, the quality of City service has increased with departmental reorganizations and the ability to process City Hall type functions on-line.

FUTURE EXPENDITURES

The City has every expectation that expenditures will increase at a moderate and stable rate in future years. With inflation, operating expenditures will definitely increase and the capital improvement program implementation very often lacks adequate funding in order to meet operating needs. The City management remains committed to vigilant investigation of streamlining efforts aimed at reducing operational costs.

REVENUE AND EXPENDITURE TABLES

The following tables provide insight into the historical level of revenues and expenditures over the last ten years.

General Revenues By Sources – Last Ten Fiscal Years

<u>Years Ended</u>	<u>Taxes (2)</u>	<u>Licenses and Permits</u>	<u>Inter- governmental (1)</u>	<u>Charges for Services</u>	<u>Miscellaneous Revenues</u>	<u>Total</u>
June 30, 1996	16,025,221	129,610	7,242,286	191,848	1,038,614	24,627,579
June 30, 1997	16,775,888	147,444	8,799,377	206,097	831,086	26,759,892
June 30, 1998	17,499,702	195,205	9,551,416	250,952	1,046,593	28,543,868
June 30, 1999	17,793,713	237,150	10,775,717	267,882	1,067,991	30,142,453
June 30, 2000	18,922,805	264,897	11,330,081	413,837	649,079	31,580,699
June 30, 2001	20,144,345	292,555	12,489,539	597,019	958,995	34,482,453
June 30, 2002	21,633,468	321,797	12,670,915	602,834	443,825	35,672,839
June 30, 2003	22,993,956	460,663	12,661,158	688,626	619,324	37,423,727
June 30, 2004	24,278,842	666,654	12,279,609	708,989	259,913	38,194,007
June 30, 2005	26,703,395	828,806	12,268,057	681,008	374,248	40,855,514

City of Saco, Maine
Trends and Financial Structure, Continued

NOTE: The Table on the previous page includes only those revenues recorded in the General Fund and does not include operating transfers into the General Fund by other funds.

(1) “On behalf” of payments made by the State of Maine to the Maine State Retirement System included in Intergovernmental subsequent to June 30, 1996.

(2) This is a net amount which included negative adjustments for deferred tax revenues.

General Governmental Expenditures By Function – Last Ten Fiscal Years

<u>Years</u>	<u>General</u>	<u>Public</u>	<u>Public</u>	<u>Education</u>	<u>Other</u>	
<u>ended</u>	<u>Government</u>	<u>Safety</u>	<u>Works</u>	<u>Culture and</u>	<u>Expenditures (1)</u>	<u>Total</u>
				<u>Recreation</u>	<u>and Transfers</u>	
June 30, 1996	947,483	2,744,729	2,287,787	12,693,905	5,781,095	24,454,999
June 30, 1997	926,865	3,099,069	2,246,827	14,716,237	5,573,323	26,562,321
June 30, 1998	1,095,473	3,176,751	2,308,769	15,844,210	6,008,185	28,433,388
June 30, 1999	1,088,291	3,520,804	2,511,355	16,648,517	6,495,345	30,264,312
June 30, 2000	1,220,061	3,756,520	2,520,572	17,595,956	6,064,874	31,157,983
June 30, 2001	1,276,785	3,614,790	2,815,080	19,659,977	6,748,901	34,115,533
June 30, 2002	1,367,308	4,002,925	2,959,648	20,053,561	7,976,180	36,359,622
June 30, 2003	1,665,735	4,198,832	3,115,397	21,386,593	11,241,722	41,608,279
June 30, 2004	1,702,939	4,074,543	3,300,696	22,294,353	8,529,367	39,901,898
June 30, 2005	1,779,876	4,527,592	3,664,176	24,006,330	8,524,476	42,502,450

NOTE: The Table above includes only those expenditures and transfers out recorded in the General Fund.

(1) “On Behalf” of payments made by the State of Maine to the Maine State Retirement System are included in

(2) Education, Culture and Recreation subsequent to June 30, 1996.

City of Saco, Maine
Trends and Financial Structure, Continued

FINANCIAL STRUCTURE

THE FINANCIAL STATEMENTS

The financial statements of the city include all of the activities of the City of Saco, Maine (the City) using the integrated approach as prescribed by GASB Statement No. 34. These statements can be reviewed by reading the city's separately bound Comprehensive Annual Financial Report (CAFR), which has received the Government Finance Officer Association's Certificate of achievement for Excellence in Financial Reporting for the last five consecutive years.

BASIS OF PRESENTATION

The accounts and budget appropriations of the City are organized on the basis of funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures or expenses, as appropriate. Governmental resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. Although the city maintains several different Governmental and Proprietary Funds, the only fund budgeted for is the city's General Fund.

General Fund

The General Fund is the general operating fund of the City. All general tax revenues and other receipts that are not allocated by law or contractual agreement to another fund are accounted for in this fund. From the fund are paid the general operating expenditures, the fixed charges and the capital improvement costs that are not paid through other funds. The General Fund is subject to City council budget appropriation.

FINANCIAL CONDITION EVALUATION

The Budget Summary and Comparison contains 4 years of actual receipts and expenses, current budget with a projection of each department's financial condition at the end of this fiscal year as well as the next one.

Cash solvency refers to whether the City can generate enough cash over the next 30 to 60 days to pay its bills. The City will have sufficient cash to operate for July and therefore, will not borrow a tax anticipation note in order to pay bills until taxes are due.

City of Saco, Maine Trends and Financial Structure, Continued

Budget solvency refers to whether the City can generate enough revenues during the year to meet expenditure obligations. The proposed budget is balanced with revenues equal to expenditures.

Long-range solvency refers to the City's ability to pay all costs of doing business, including expenditure obligations that appear in each annual budget and those that appear only in the years in which they must be paid. Examples of these latter expenditure obligations are payments for accounted employment leave, pension, deferred maintenance, and replacement of capital assets such as streets, equipment and buildings.

Service level solvency refers to whether the City can provide the level and quality of services required for the general health and welfare of the City, as well as political satisfaction and other measures that can only be measured subjectively.

A broad definition of financial condition encompasses these four types of solvency in the context of the City's ability to pay its way on a continuing basis. The City has a stable diversified economic base. The population is steadily increasing. The property valuation of the City continues to increase and is likely to do so for the foreseeable future. This would seem to indicate increasing City efforts in order to maintain existing service levels although, possibly changing types and nature of services is an appropriate approach to the future.

In summary, the City is able to maintain programs that are currently funded. The deferred replacement, repair and improvement of the physical assets has resulted in a condition which may negatively affect the long-range stability of the tax rate.

FINANCIAL ALTERNATIVES

User fees. All user fees should be reviewed and updated during the next fiscal year. The property tax savings should then be applied to ongoing funding of other Capital Improvements.

Borrowing. The City Council should finance Capital Improvements until user fees generate sufficient revenue to pay for the improvement annually.

Grants. Grant funds are sought by all departments for any project, which is deemed of interest to the City.

Property Tax. The City Council should consider a target of an increase in the tax rate equal to the rate of inflation.

City of Saco, Maine Trends and Financial Structure, Continued

Reserve Funds and Surplus. Reserve funds should be transferred to the undesignated unreserved fund balance, "surplus". As user fees increase and the fund balance is adequate, then reserve funds should be re-instituted to fund Capital Improvements.

GOVERNMENTAL FUND BALANCE – PROJECTED, CURRENT AND PAST

General Fund- The General Fund is the general operating fund of the City. The following fund balance schedule presents the City's general fund balance for the current year, the past year and projects the general fund balance for the future year that is covered by the budget. The purpose of this schedule is to provide a basis for comparison so the reader can appreciate the components of the City budget and the financial experience of City finances.

Projected 2007 General Fund

This schedule records the City's projected revenues and expenditures for the budget year. The information in this schedule is similar to the data provided elsewhere in the budget. Recognize that revenues are appropriately forecast to provide an accurate but conservative estimate of available funds. Similarly, expenditures are forecast conservatively. City experience reflects expenditures slightly under projections and revenues just over projections.

2006 General Fund

The figures in this schedule represent unaudited projected year-end information for the current year as it has not yet concluded. The actual year end information is not available to the City as the fiscal year 2007 budget is being assembled as the City has not yet closed its books for the current year.

2005 General Fund

These figures represent audited year-end revenues and expenditures for comparative purposes. As the budget was developed, these figures represented the most accurate picture of City experience.

City of Saco, Maine Trends and Financial Structure, Continued

		Budget 2007	Projected 2006	2005
REVENUES				
	Taxes	\$ 27,365,821	\$ 26,248,739	\$ 26,703,395
	Licenses and Permits	\$ 702,628	\$ 805,038	\$ 828,806
	Intergovernmental	\$ 13,636,871	\$ 12,059,306	\$ 10,853,808
	Intergovernmental on behalf payments	\$ -	\$ 1,414,249	\$ 1,414,249
	Charges for services	\$ 785,808	\$ 1,557,310	\$ 681,008
	Other	\$ 378,450	\$ 378,536	\$ 374,248
	TOTAL REVENUES	\$ 42,869,578	\$ 42,463,178	\$ 40,855,514
EXPENDITURES				
Current:				
	General Government	\$ 2,161,013	\$ 2,033,456	\$ 1,779,876
	Public Safety	\$ 5,126,663	\$ 4,679,925	\$ 4,527,592
	Public Works	\$ 3,854,313	\$ 3,633,393	\$ 3,664,176
	Culture and Recreation	\$ 715,131	\$ 607,220	\$ 585,146
	Education	\$ 25,504,018	\$ 24,141,350	\$ 22,006,935
	Maine State Retirement On Behalf Payments	\$ -	\$ 1,414,249	\$ 1,414,249
	County Tax	\$ 896,282	\$ 859,182	\$ 772,182
	Unclassified	\$ 3,048,470	\$ 2,893,009	\$ 2,864,024
Capital Improvements		\$ 1,141,765	\$ 1,482,918	\$ 1,242,158
Debt Service		\$ 1,338,276	\$ 1,286,517	\$ 2,761,234
	TOTAL EXPENDITURES	\$ 43,785,930	\$ 43,031,219	\$ 41,617,572
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES				
		\$ (916,352)	\$ (568,041)	\$ (762,058)
OTHER FINANCIANG SOURCES (USES)				
	Capital lease proceeds	\$ -	\$ -	\$ 626,531
	Operating Transfers In	\$ 641,000	\$ 511,000	\$ 1,141,223
	Operating Transfers Out	\$ (972,841)	\$ (648,000)	\$ (884,878)
	Utilization of Prior Year Fund Balances	\$ 1,248,193	\$ 1,426,702	\$ -

City of Saco, Maine Trends and Financial Structure, Continued

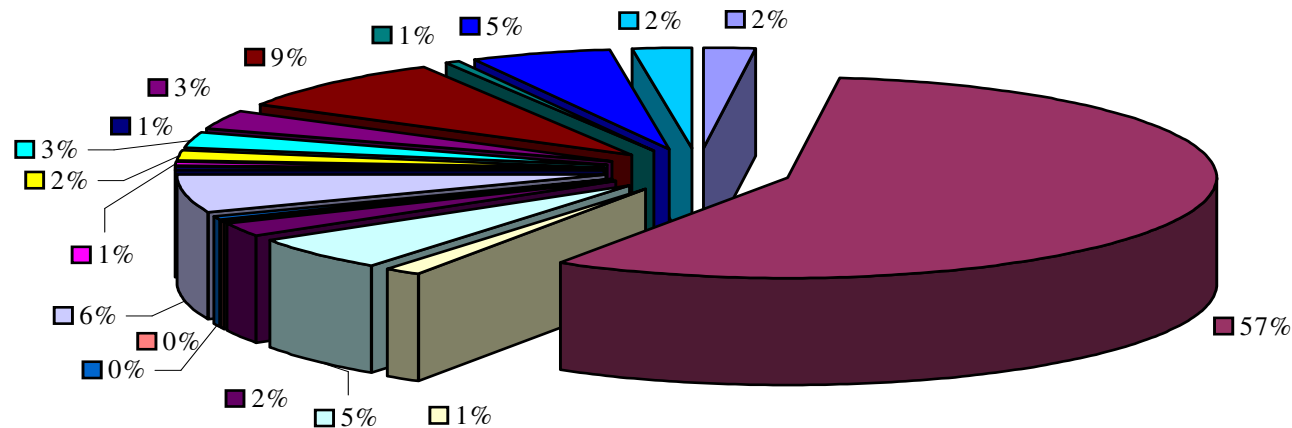
EXCESS OF REVENUES AND OTHER SOURCES	\$ -	\$ 721,661	\$ 120,818
OVER (UNDER) EXPENDITURES AND OTHER USES			
FUND BALANCES - JULY 1	\$ 6,056,283	\$ 6,056,283	\$ 6,056,283
FUND BALANCES - JUNE 30	\$ 6,056,283	\$ 6,777,944	\$ 6,177,101

EXPENDITURE CHARTS

Two charts are provided to graphically represent the portion of city expenditures that each department's allocation represents when compared to the whole. In the first chart, expenditures are listed by departments to give a relative reference to the magnitude of department allocations when compared to the whole city budget. The chart reveals that the Education Department receives 56.98% of total allocations followed by the Public Works Department, which receives 8.61%, the Capital Construction Projects, which receive 2.55%, the Police Department, which receives 6.10%, Debt Service, which receives 2.99%, City Administration, which receives 5.38%, the Fire/Ambulance Department, which receives 5.35%, the Legislative Department, which receives 1.40%, County tax, which receives 2.00%, the Parks & Recreation Department, which receives 1.60%, the Finance/Technology Department, which receives 2.17%, Overlay and TIF transfers, which receives 2.17% and the rest of the departments which all receive less than 1% of the total. Each are detailed within individual budget sections and are tabled below the chart.

City of Saco, Maine Trends and Financial Structure, Continued

Fiscal Year 2007 Budget Expenditures By Department



County Tax	Education	Legislative
City Administration	Finance	Assessing
Police Department	Building Inspection/Code Enforcement	Planning & Economic Development
Parks & Recreation	Capital Construction	Debt Service
Public Works	Legal	Fire/Ambulance
Overlay and TIF transfers		

Table of Fiscal Year 2007 Budget Expenditures:

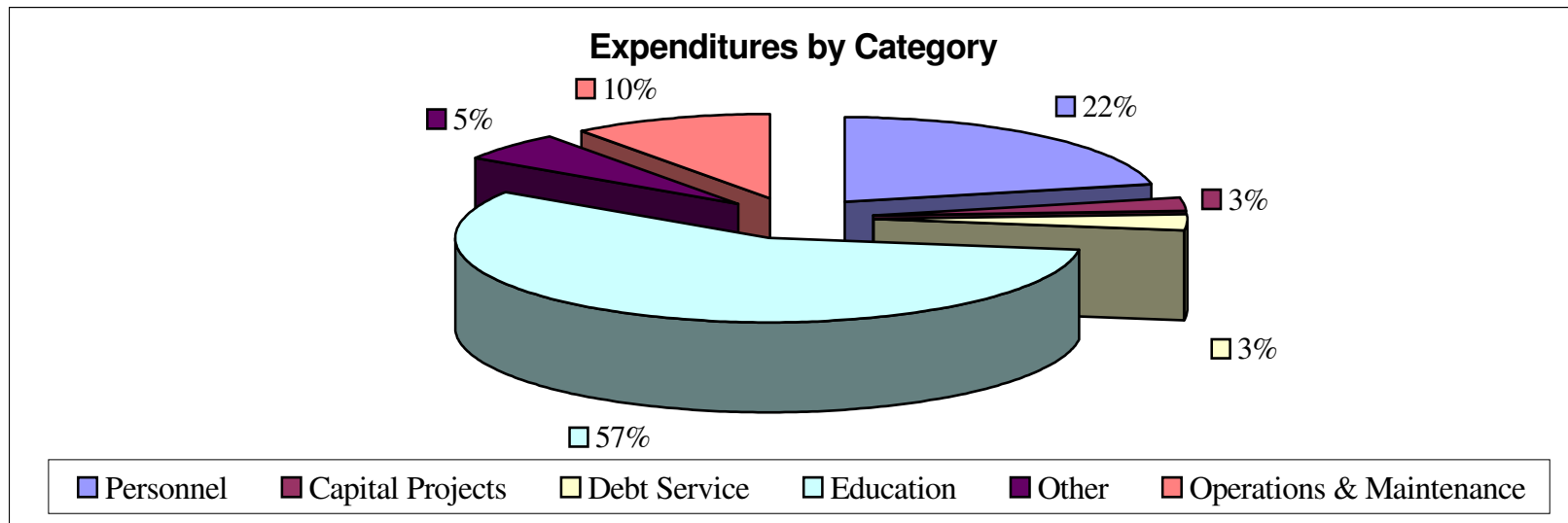
Legislative	\$628,000	2.00%
City Administration	\$2,406,300	5.38%
Finance	\$970,123	2.17%
City Clerk	\$197,039	0.44%
Assessing	\$181,974	0.41%
Police Department	\$2,730,674	6.10%
Building Inspection/Code Enforcement	\$329,014	0.74%
Planning & Economic Development	\$262,032	0.59%
Parks & Recreation	\$715,131	1.60%

City of Saco, Maine Trends and Financial Structure, Continued

Table of Fiscal Year 2007 Budget Expenditures:

Education	\$25,504,018	56.98%
Capital Construction	\$ 1,141,765	2.55%
County Tax	\$ 896,282	2.00%
Debt Service	\$ 1,338,276	2.99%
Public Works	\$ 3,854,313	8.61%
Legal	\$ 235,000	0.53%
Fire/Ambulance	\$ 2,395,989	5.35%
Overlay and TIF transfers	\$ 972,841	2.17%
	\$44,758,771	100.00%

The second chart reflects city expenditures by the principal categories of Personnel, Capital Projects, Debt Service, Education, Operations & Maintenance and Other. As the chart shows 57% of the city budget is allocated to Education expenses, 22% to personnel expenditures including benefits, 10% to operations and maintenance which includes items departments use to support their work, 3% to Capital Projects which is allocated to provide items with a useful life of longer than 8 years and \$8,000 of original cost, 3% to debt service and 5% for other items such as the overlay and the county tax assessment.



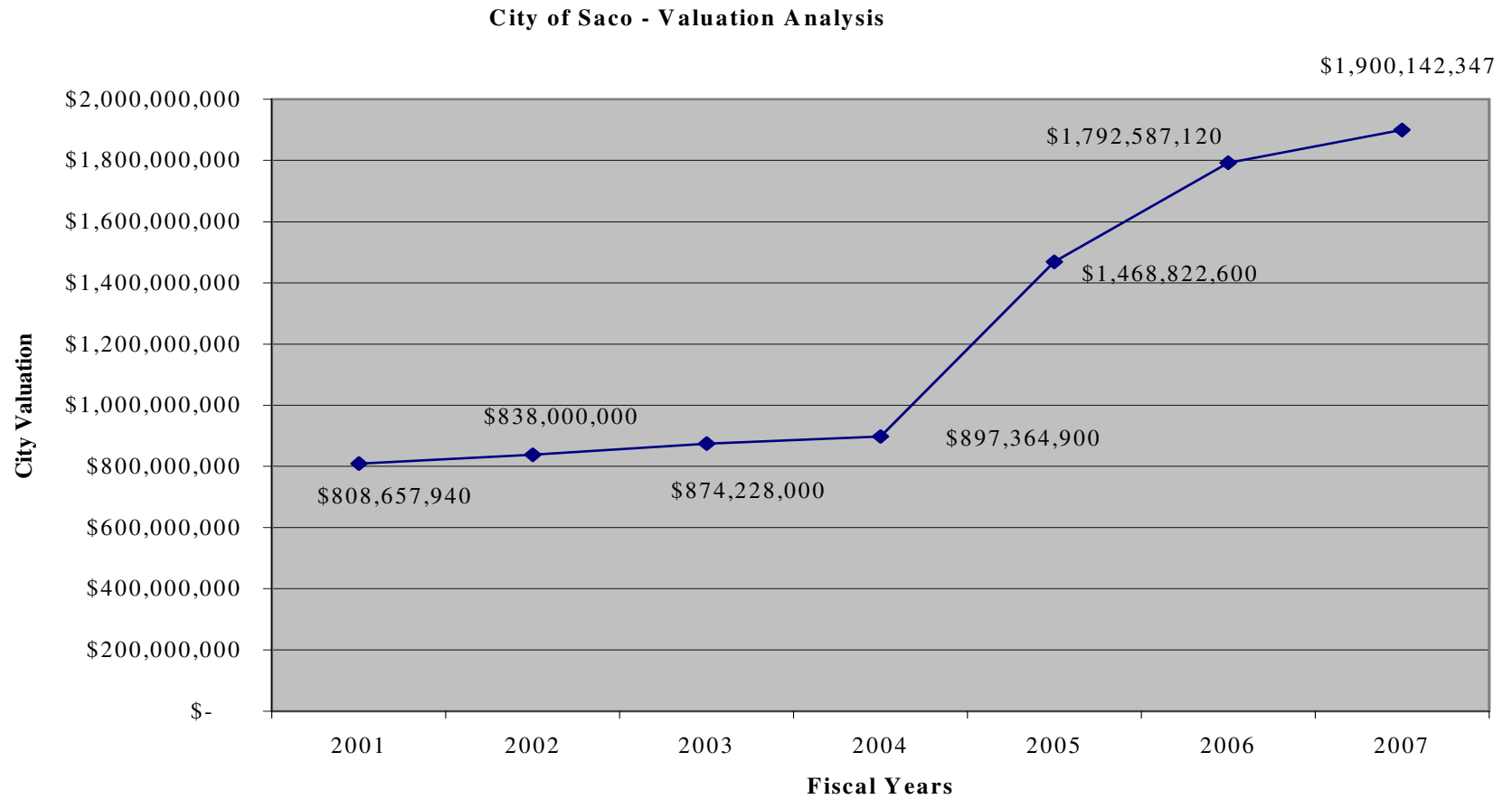
PROPERTY TAX CALCULATION

City of Saco, Maine Property Tax Calculation

The following chart summarizes total appropriations and non property tax revenues, so as to be able to calculate the amount needed to be raised through property taxes. This amount is then compared to the estimated assessed valuation of the City to establish the mil rate. Any difference in the actual valuation once finalized versus that estimated either increases or reduces the overlay expenditure for the city. This allows the mil rate to remain where it was established during the budget process.

	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
Non Property Tax Revenues	\$ 16,380,086	\$ 17,166,212	\$ 16,932,835	\$ 18,953,559	\$ 20,561,950
Property Tax Revenues	\$ 21,519,611	\$ 21,582,951	\$ 23,680,262	\$ 23,157,235	\$ 24,196,821
TOTAL REVENUES	\$ 37,899,697	\$ 38,749,163	\$ 40,613,097	\$ 42,110,794	\$ 44,758,771
Municipal Appropriations	\$ 17,244,066	\$ 15,993,490	\$ 15,851,620	\$ 16,694,354	\$ 17,385,630
Education Appropriations	\$ 20,655,631	\$ 21,655,673	\$ 22,967,853	\$ 24,394,998	\$ 25,504,018
Overlay	\$ 400,000	\$ 400,000	\$ 259,871	\$ 373,442	\$ 400,000
TIF Transfer	\$ 286,102	\$ 700,000	\$ 761,571	\$ 648,000	\$ 572,841
TOTAL	\$ 38,585,799	\$ 38,749,163	\$ 39,840,915	\$ 42,110,794	\$ 43,862,489
Municipal Revenues	\$ 7,551,117	\$ 8,006,006	\$ 8,178,890	\$ 8,067,426	\$ 9,123,786
Education Revenues	\$ 8,828,969	\$ 9,160,206	\$ 8,753,945	\$ 10,886,133	\$ 11,438,164
Property Taxes-needed to be raised	\$ 22,205,713	\$ 21,582,951	\$ 22,908,080	\$ 23,157,235	\$ 24,196,821
TOTAL	\$ 38,585,799	\$ 38,749,163	\$ 39,840,915	\$ 42,110,794	\$ 44,758,771
Municipal Valuation	\$ 874,228,000	\$ 897,364,900	\$ 1,468,822,600	\$ 1,792,587,120	\$ 1,900,142,347
Mil Rate	\$22.70	\$18.70	\$15.90	\$12.96	
Mil Rate as calculated					\$12.73

City of Saco, Maine Property Tax Calculation, Continued



REVENUE SUMMARY

City of Saco, Maine Revenue Schedule

The following schedule contains city budgeted General Fund revenue accounts. Previous and current year figures are provided for comparative purposes. Revenues are conservatively estimated to ensure fiscal restraint. Additional detail follows as to the description and source of each major group of non-property tax revenues. Revenue projections are provided by each department and can be compared to current projections and past performance. Total non property tax revenues for the General Fund in fiscal year 2007 are expected to reach \$20,561,950.

Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
IN LIEU OF TAX PAYMENTS	\$ -	\$ 10,256	\$ 9,872	\$ 10,000	\$ 15,000
RAPID RENEWAL EXCISE	\$ 108,309	\$ 132,081	\$ 203,336	\$ 175,000	\$ 300,000
EXCISE TAXES	\$ 2,406,513	\$ 2,612,491	\$ 2,661,342	\$ 2,750,000	\$ 2,700,000
BOAT EXCISE TAXES	\$ 17,270	\$ 19,427	\$ 18,449	\$ 19,000	\$ 19,000
TAX/LIEN INTEREST	\$ 88,819	\$ 123,746	\$ 120,617	\$ 110,000	\$ 120,000
LIEN FEES	\$ 12,466	\$ 10,788	\$ 13,213	\$ 15,000	\$ 15,000
TOTAL TAXES	\$ 2,633,377	\$ 2,908,789	\$ 3,026,829	\$ 3,079,000	\$ 3,169,000
CITY CLERK FEES	\$ 60,400	\$ 68,729	\$ 69,894	\$ 68,990	\$ 68,990
BLDG. INSPECTOR REV.	\$ 190,995	\$ 278,051	\$ 399,357	\$ 387,784	\$ 323,800
FRANCHISE FEES	\$ 151,339	\$ 167,212	\$ 185,477	\$ 200,000	\$ 208,000
PLUMBING FEES	\$ 13,548	\$ 18,119	\$ 28,375	\$ 30,420	\$ 24,336
ELECTRIC INSPECT FEES	\$ 30,208	\$ 117,806	\$ 116,267	\$ 76,878	\$ 61,502
SNOWMOBILE EXCISE	\$ 2,248	\$ 2,952	\$ 2,295	\$ 2,500	\$ 2,500
CANINE LICENSE FEES	\$ 2,640	\$ 2,120	\$ 2,028	\$ 2,500	\$ 2,500
CANINE/LATE FEES	\$ (90)	\$ 3,470	\$ 4,793	\$ 3,000	\$ 3,000
VICTUALERS LICENSES	\$ 9,375	\$ 8,195	\$ 7,525	\$ 8,000	\$ 8,000
TOTAL LICENSES AND PERMITS	\$ 460,663	\$ 666,654	\$ 816,011	\$ 777,072	\$ 702,628
FEMA REIMBURSEMENT	\$ -	\$ -	\$ 111,309	\$ -	\$ -
COPS GRANT	\$ 44,402	\$ 56,628	\$ 43,822	\$ -	\$ -
FIRE SAFER GRANT	\$ -	\$ -	\$ -	\$ -	\$ 144,000
STATE SUBSIDIES-SCHOOL	\$ 7,553,586	\$ 7,012,739	\$ 7,020,799	\$ 9,188,121	\$ 9,809,192
ADULT ED- SCHOOL G/F	\$ 28,012	\$ 29,067	\$ 32,359	\$ 30,000	\$ 35,200
STATE AGENCY CLIENTS	\$ 148,997	\$ 116,248	\$ 111,219	\$ 90,000	\$ 90,000
STATE - DHS MEDICAID	\$ 392,457	\$ 430,822	\$ 456,000	\$ 400,000	\$ 450,000
STATE REVENUE SHARING	\$ 1,398,876	\$ 1,468,881	\$ 1,448,360	\$ 1,467,666	\$ 1,467,666

City of Saco, Maine
Revenue Schedule, Continued

Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
STATE HIGHWAY GRANT	\$ 190,584	\$ 181,196	\$ 211,908	\$ 211,908	\$ 261,172
WELFARE REIMB.-STATE	\$ 14,032	\$ 12,556	\$ 13,576	\$ 20,000	\$ 26,000
SCHOOL CONSTR.REIMB	\$ 383,285	\$ 440,546	\$ 455,670	\$ -	\$ -
STATE-HOMESTEAD EXE	\$ 525,682	\$ 288,286	\$ 242,190	\$ 323,326	\$ 326,514
TREE GROWTH TAX	\$ 23,012	\$ 11,260	\$ 20,015	\$ 10,000	\$ 10,000
FIRE APPARATUS GRANT	\$ -	\$ 154,980	\$ -	\$ -	\$ -
OTHER STATE REVENUE	\$ 10,426	\$ 102,087	\$ 20,639	\$ 25,000	\$ 50,000
STATE-VETERANS EXEMP	\$ 22,014	\$ 7,331	\$ 6,892	\$ 11,000	\$ 11,000
STATE-PARKS FEE SHARE	\$ 673	\$ -	\$ -	\$ 500	\$ 500
BIDD.TAX BASE SHARING	\$ 122,215	\$ 101,601	\$ 140,091	\$ 143,154	\$ 170,000
GOODWINS MILLS RESCUE REIMB	\$ 7,656	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
SCARBOROUGH REIMB- RECYCLING	\$ -	\$ -	\$ 3,964	\$ 20,000	\$ 20,000
DAYTON TUITION	\$ 307,666	\$ 363,417	\$ 499,249	\$ 773,297	\$ 758,127
TOTAL INTERGOVERNMENTAL	\$ 11,173,575	\$ 10,785,145	\$ 10,845,562	\$ 12,721,472	\$ 13,636,871
POLICE FINES & FEES	\$ 8,438	\$ 26,709	\$ 38,260	\$ 25,000	\$ 25,000
OUTSIDE ASSIGN-POLICE	\$ 15,004	\$ -	\$ -	\$ 17,000	\$ 17,000
COMM.POLICING-THORTON	\$ 33,261	\$ 33,281	\$ 34,504	\$ 37,000	\$ 37,543
PUB.WKS-GENERAL REV.	\$ 6,308	\$ 85,221	\$ 48,896	\$ 30,000	\$ 35,000
K-8 RESOURCE OFFICER REIMB.	\$ -	\$ -	\$ -	\$ 45,000	\$ 39,270
SCHOOL TECHNOLOGY REIMBURSEMENT	\$ -	\$ -	\$ -	\$ -	\$ 7,000
TIPPING FEES-COMM HAUL	\$ 321,635	\$ 316,953	\$ 306,743	\$ 335,000	\$ 289,395
SEWER INSPECTION FEES	\$ 3,150	\$ 3,849	\$ 4,100	\$ 4,000	\$ 4,000
STREET OPENING PERMITS	\$ 360	\$ (6,099)	\$ (15,602)	\$ 1,000	\$ 1,000
RECREATION DEPT. REV.	\$ 78,684	\$ 84,176	\$ 99,615	\$ 185,000	\$ 225,000
WITNESS FEES-POLICE	\$ 5,772	\$ 6,738	\$ 8,247	\$ 6,500	\$ 6,500
PLANNING DEPT. REV.	\$ 1,350	\$ -	\$ -	\$ 1,600	\$ 1,600
SALE ORDINANCES	\$ 315	\$ -	\$ -	\$ 500	\$ 500
SEASONAL RENTAL ORD.	\$ 2,550	\$ -	\$ -	\$ 2,500	\$ 2,500
PLANNING REVENUES-COST REC	\$ 12,849	\$ -	\$ -	\$ 10,000	\$ 10,000
TRANSFER STATION REVENUE	\$ 37,276	\$ 28,079	\$ 23,845	\$ 25,000	\$ 60,000
FLOW CONTROL LICENSE	\$ 3,900	\$ 4,450	\$ 2,750	\$ 4,500	\$ 4,500
FALSE ALARM FINES	\$ 5,450	\$ 6,525	\$ 13,475	\$ 13,750	\$ 20,000

City of Saco, Maine
Revenue Schedule, Continued

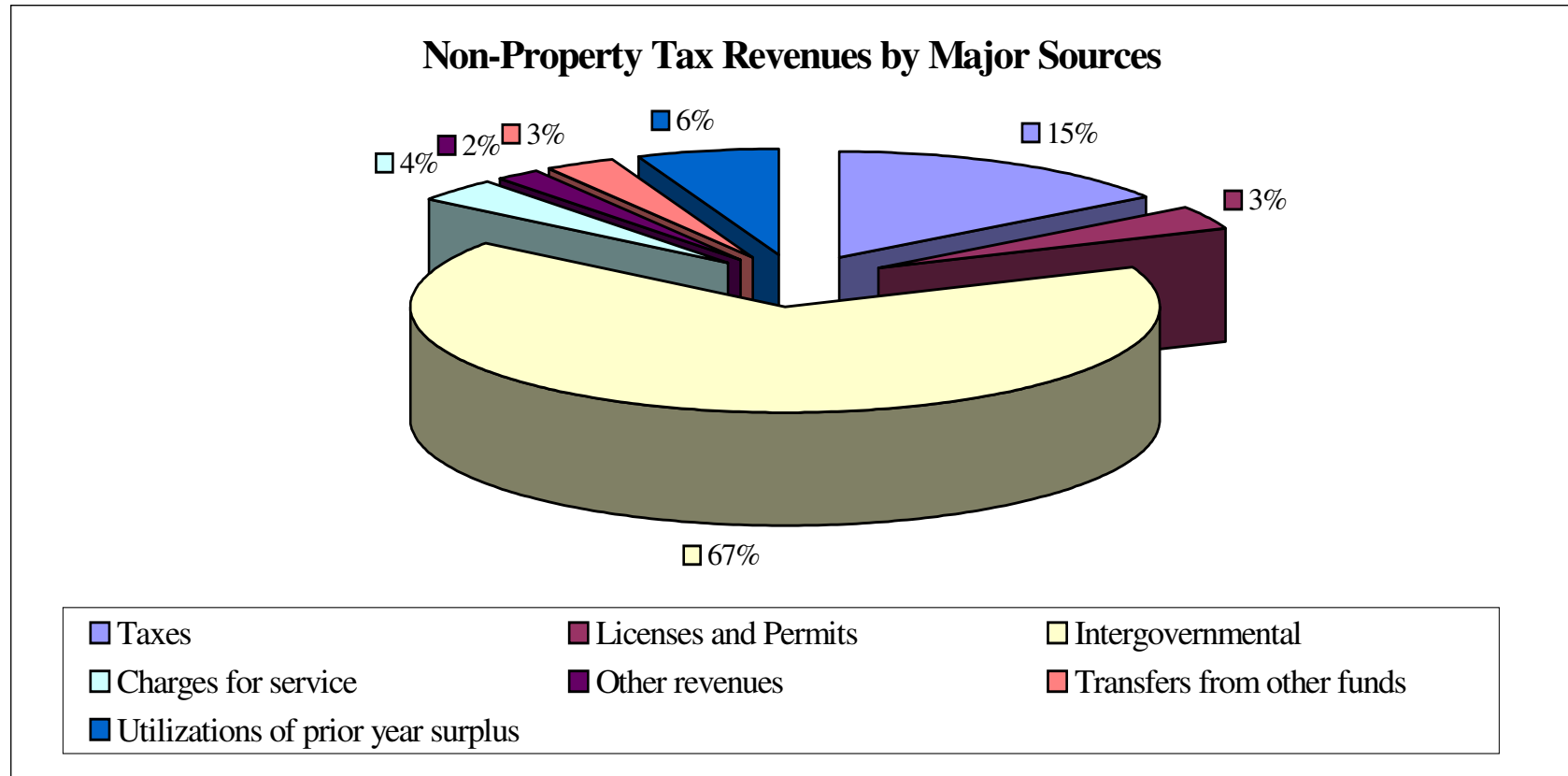
Account Name	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
TOTAL CHARGES FOR SERVICE	\$ 536,302	\$ 589,882	\$ 564,833	\$ 743,350	\$ 785,808
INTEREST EARNED-G/F	\$ 103,620	\$ 64,747	\$ 87,997	\$ 75,000	\$ 100,000
SALE OF SURPLUS EQUIP.	\$ 20,935	\$ 15,407	\$ 48,638	\$ 20,000	\$ 20,000
SALE OF CITY LAND-TAX AQ.	\$ 140,702	\$ -	\$ -	\$ -	\$ -
RENT/LEASE OF BLDGS.	\$ 20,766	\$ 63,047	\$ 63,190	\$ 20,000	\$ 20,000
PROP.INSURANCE CLAIMS	\$ 66,213	\$ 3,834	\$ 19,459	\$ 15,000	\$ 15,000
HEALTH INS.PREM.REIMB.	\$ 96,493	\$ -	\$ -	\$ 100,000	\$ 100,000
ZONING BD. REVENUE	\$ 275	\$ -	\$ -	\$ 300	\$ 300
ENG.STUDIES-COST REC.	\$ 57,703	\$ 89,399	\$ 93,791	\$ 70,000	\$ 52,000
RECYCLING FEES	\$ 2,000	\$ 22,705	\$ 29,869	\$ 1,500	\$ -
SALE-RECYCLED WASTE	\$ 39,036	\$ -	\$ -	\$ 20,000	\$ 35,000
SCHOOL-MISCELLANEOUS	\$ 14,966	\$ 138,714	\$ -	\$ 28,500	\$ 1,000
MISCELLANEOUS	\$ 54,158	\$ 14,173	\$ 6,437	\$ 25,000	\$ 25,000
FIRE DEPT. REVENUES	\$ 5,203	\$ -	\$ -	\$ 150	\$ 150
SHADAGEE/OCEAN PARK LOT FEES	\$ 34,930	\$ -	\$ -	\$ 10,000	\$ 10,000
TOTAL OTHER REVENUES	\$ 657,000	\$ 412,026	\$ 349,381	\$ 385,450	\$ 378,450
TRANS - SCHOOL IDT PW PARTS	\$ 129,615	\$ 112,446	\$ 91,514	\$ 115,000	\$ 115,000
TRANSF-SACO ISLAND -SPIRIT	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
TRANSF. AMBULANCE FD.	\$ 300,000	\$ 619,665	\$ 375,023	\$ 350,000	\$ 480,000
TRANSF. ECONOMIC DEV.FD.	\$ 20,000	\$ -	\$ -	\$ 20,000	\$ 20,000
TRANSF. SEWER BD. DEBT	\$ 335,344	\$ 417,952	\$ 660,033	\$ -	\$ -
TRASNF. CAMP ELLIS FD.	\$ 1,000	\$ -	\$ -	\$ 1,000	\$ 1,000
TRANSF - REC IMPACT FEES	\$ 108,210	\$ -	\$ -	\$ -	\$ -
TOTAL TRANSFERS	\$ 919,169	\$ 1,175,063	\$ 1,151,570	\$ 511,000	\$ 641,000
TRANSF. SCHOOL UNDES. FUND BAL	\$ -	\$ -	\$ -	\$ 376,215	\$ 294,645
TRANSF. UNDES. FUND BAL	\$ -	\$ -	\$ -	\$ 360,000	\$ 953,548
TOTAL UTILIZATIONS	\$ -	\$ -	\$ -	\$ 736,215	\$ 1,248,193
TOTAL REVENUES	\$ 16,380,086	\$ 16,537,559	\$ 16,754,186	\$ 18,953,559	\$ 20,561,950

City of Saco, Maine Revenue Schedule, Continued

NON PROPERTY TAX REVENUE DETAIL

This section is meant to be an explanation of Non-property tax revenues received by the City. The purpose is to provide an overview of the total resources budgeted by the City of Saco, Maine and to describe the major revenue sources and the underlying assumptions for the revenue estimates, including discussing any significant revenue trends.

The distribution of total non-property tax revenues for the fiscal year 2007 budget is represented as follows:

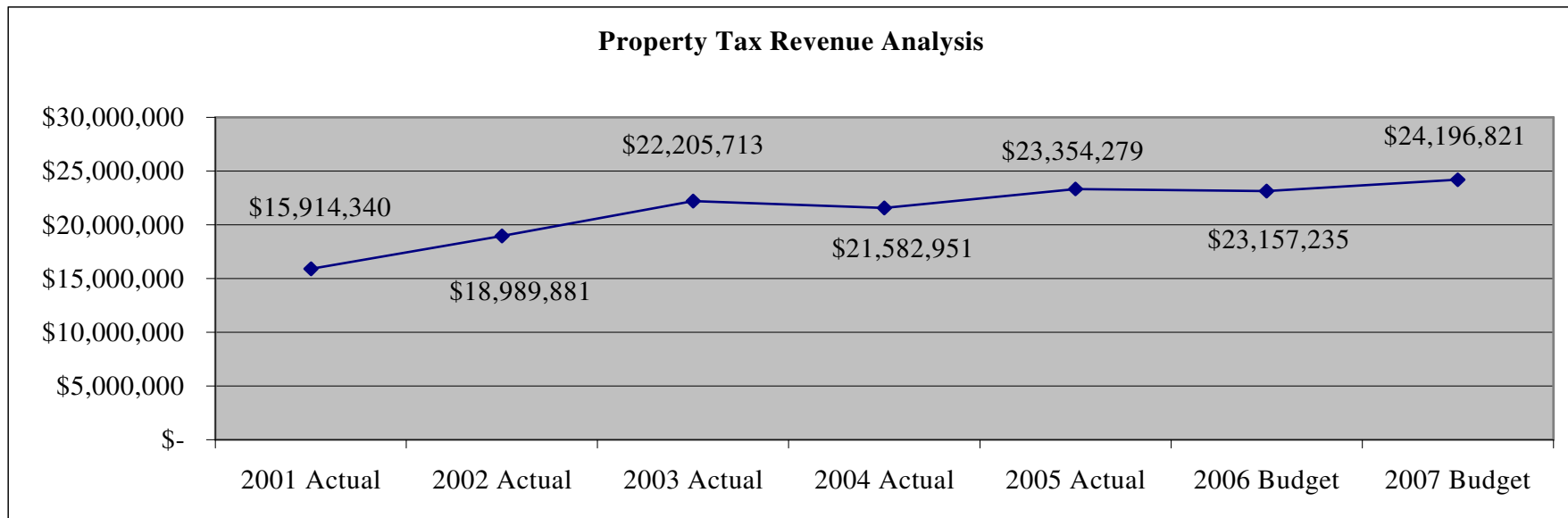


City of Saco, Maine Revenue Summary

Property Tax revenues

These revenues include the collection of property taxes levied on real estate and personal property within the city. Each year the assessor is responsible for the valuing of all property within the city. This valuation is adjusted each year according to what percentage of value the city wishes to realize in relation to the state's equalized valuation of the city. In the approved fiscal year 2005 budget, the city's property values were increased to be indicative of 85% of the state's equalized property value. In the fiscal year 2006 and 2007 budgets, the city's values were again increased to be indicative of 95% of the state's equalized property value. The total amount of taxes needing to be levied in order to balance the budget is then divided by this valuation total to arrive at a mil rate per thousand dollars of valuation. It is this mil rate that is then multiplied by each property value in order to arrive at the individual property tax liabilities for all property owners within the city. Due to fixed increases in contractual obligations and reducing state aid in the areas of education and revenue sharing, the city had increased its property tax levy consistently since 1999 except for 2001 where the city experienced a decrease due to a reduction in the transfers from other funds coming into the General Fund for various projects. In fiscal year 2000 the General Fund budget included expenditures for other Capital Project Funds projects along with a transfer in of revenues from these funds to cover these expenditures. This policy was changed in fiscal year 2001. In the fiscal year 2006 budget, due to the increase in state aid received in an attempt to fund 55% of the "Essential Programs and Services" of Maine schools, the City was able to actually reduce the amount of property taxes to be levied for the first time since 1979. This levy was however increased in fiscal year 2007.

2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
\$15,914,340	\$18,989,881	\$22,205,713	\$21,582,951	\$23,354,279	\$23,157,235	\$24,196,821

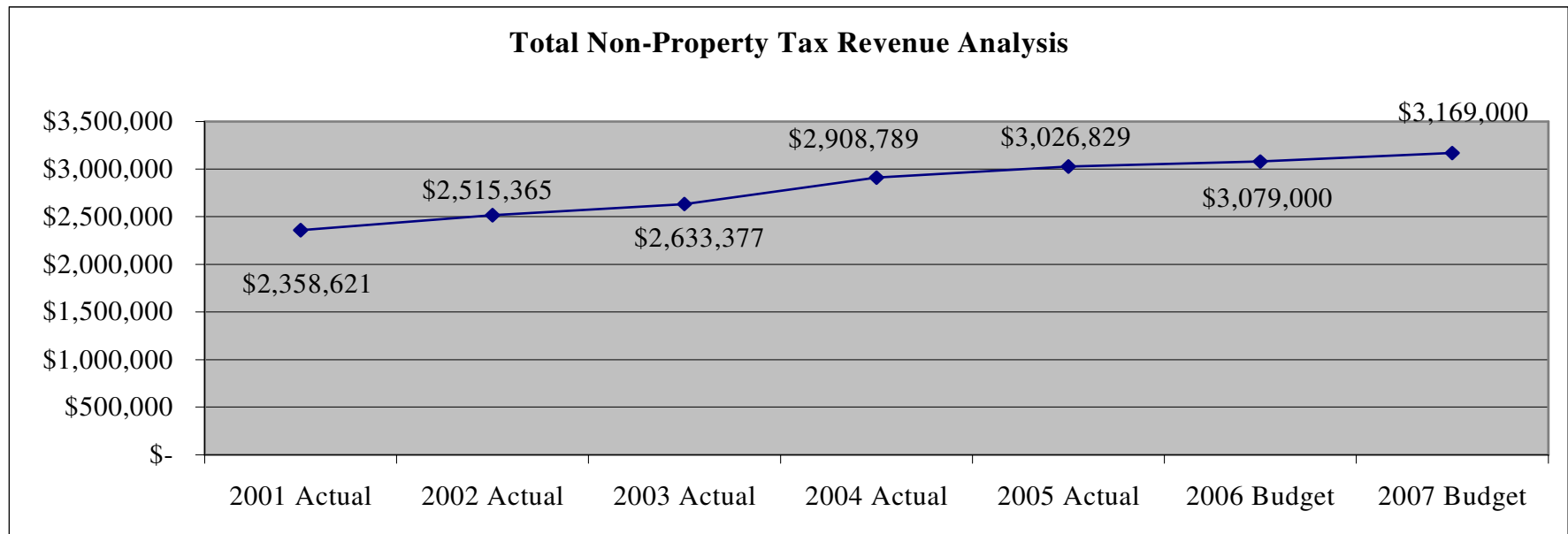


City of Saco, Maine Revenue Summary, Continued

Non-Property Tax revenues

These revenues include the collection of all taxes other than real estate and personal property taxes levied by the city. They include excise taxes of boats and motor vehicles and tax lien and interest fees collected on the untimely payment of property taxes. All residents of Saco must pay excise taxes on their vehicles and boats in the city in order to operate them legally. Actual receipts have consistently been increasing since 1999 and earlier. A mil rate is multiplied by the manufacturers suggested retail price of each vehicle to arrive at the excise tax collected. This mil rate reduces over a three year period as the vehicle ages until it levels off in the sixth year and remains there for the remainder of the vehicle ownership. Thus factoring in the deterioration of a vehicle over time and the reduction of its value. This years budgeted amount again reflects a more conservative increase over last years budget due to the history of actual collections over the past year. Although we are experiencing an economic down turn, excise tax collections have remained strong due to the aggressively low interest rates being offered for new vehicle purchases and the City of Saco has numerous automobile retail sale locations within its boundaries. However, it is anticipated that the high cost of fuel may slow the purchase of larger more expensive vehicles which could have the affect of reducing excise taxes collected by the City.

2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
\$2,358,621	\$2,515,365	\$2,633,377	\$2,908,789	\$3,026,829	\$3,079,000	\$3,169,000

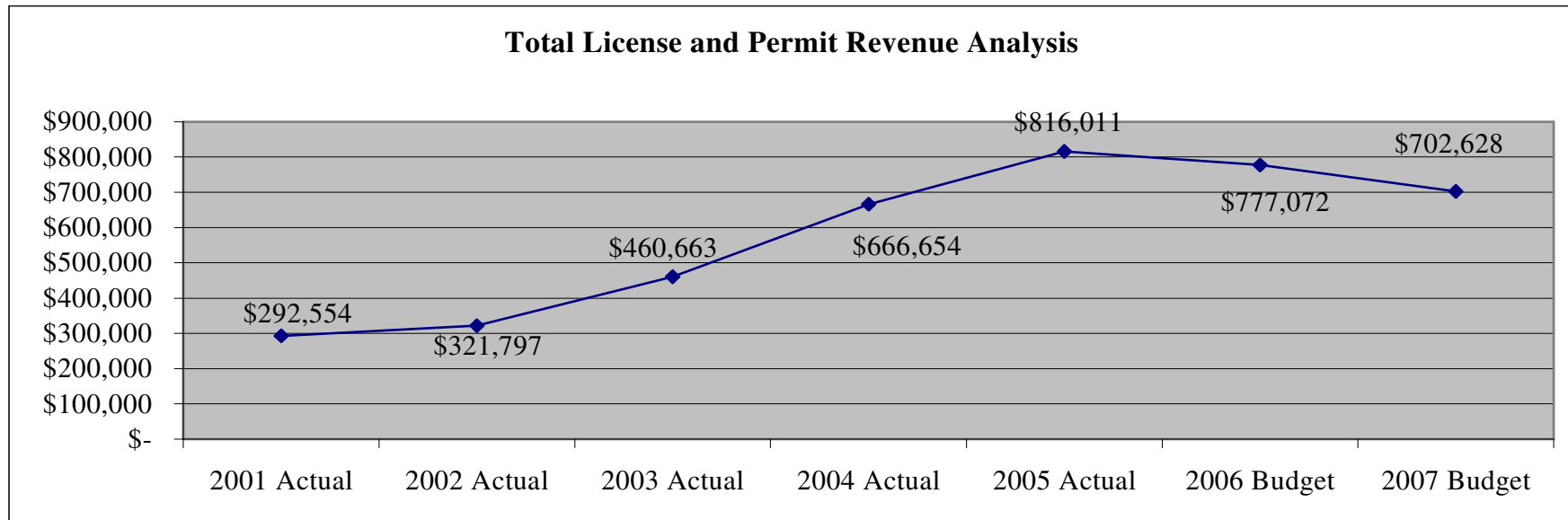


City of Saco, Maine Revenue Summary, Continued

Licenses and Permit revenues

These revenues include both local and state license and permitting type fees collected by the various municipal offices. The largest factions are building inspection fees for new residential dwellings being constructed, franchise fees from the cable television network and city clerk type fees. Actual receipts have consistently been increasing since 1999. Last years budget was increased significantly over the prior years budget due to the increase in rates for building inspections and the renegotiation of the city's cable franchise agreement with Time Warner. However, the actual revenue collected for 2004 was still much greater than this new higher budgeted amount. The fiscal year 2006 budget was therefore again increased to reflect more accurately the additional fees being collected from the increase in fees and building activity within the city. However, in the current year budget, these fees have been reduced by 15% due to the slow down the City is anticipating in new home construction due to the state of the economy and the expensive cost of construction within our community.

2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
\$292,554	\$321,797	\$460,663	\$666,654	\$816,011	\$777,072	\$702,628

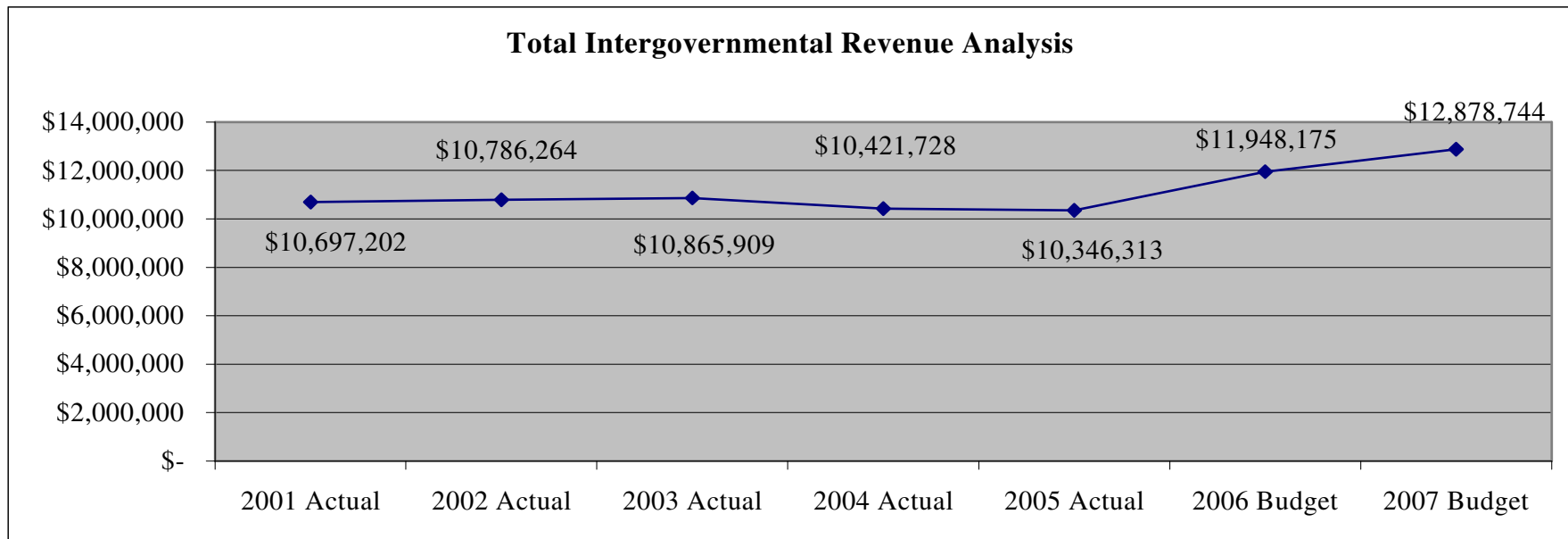


City of Saco, Maine Revenue Summary, Continued

Intergovernmental revenues

These revenues include those amounts received from the federal and state government as well as from other local municipalities. The major categories include various grants, both federal and state, state municipal allocations for revenue sharing, aid to education and the property tax homestead exemption. Actual receipts have consistently been increasing since 1999 except for 2004 and 2005, which is due to the deficit experienced by the State of Maine at the end of fiscal year 2003. The state had therefore allocated less funding towards two of the major city intergovernmental revenues; state aid to education and state revenue sharing. Also, with the city's state equalized valuation increasing greatly, our percentage of the allocated funding for these two programs becomes smaller. They are indirectly related. As our valuation increases, our allocation of state funding decreases. Both of these factor will have a negative impact on the revenue we receive from the State of Maine for revenue sharing and aid to education. However, in fiscal year 2006, the state completed it's "Essential Programs and Services" funding model which will over a four year period fund education at 55% of approved expenditures. This model has increased state revenues to the City of Saco by almost \$2 million. It continued to increase intergovernmental revenues again in fiscal year 2007. Also included in fiscal year 2007 is a Fire SAFER Grant to fund four new positions within the Fire Department.

2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
\$10,697,202	\$10,786,264	\$10,865,909	\$10,421,728	\$10,346,313	\$11,948,175	\$12,878,744

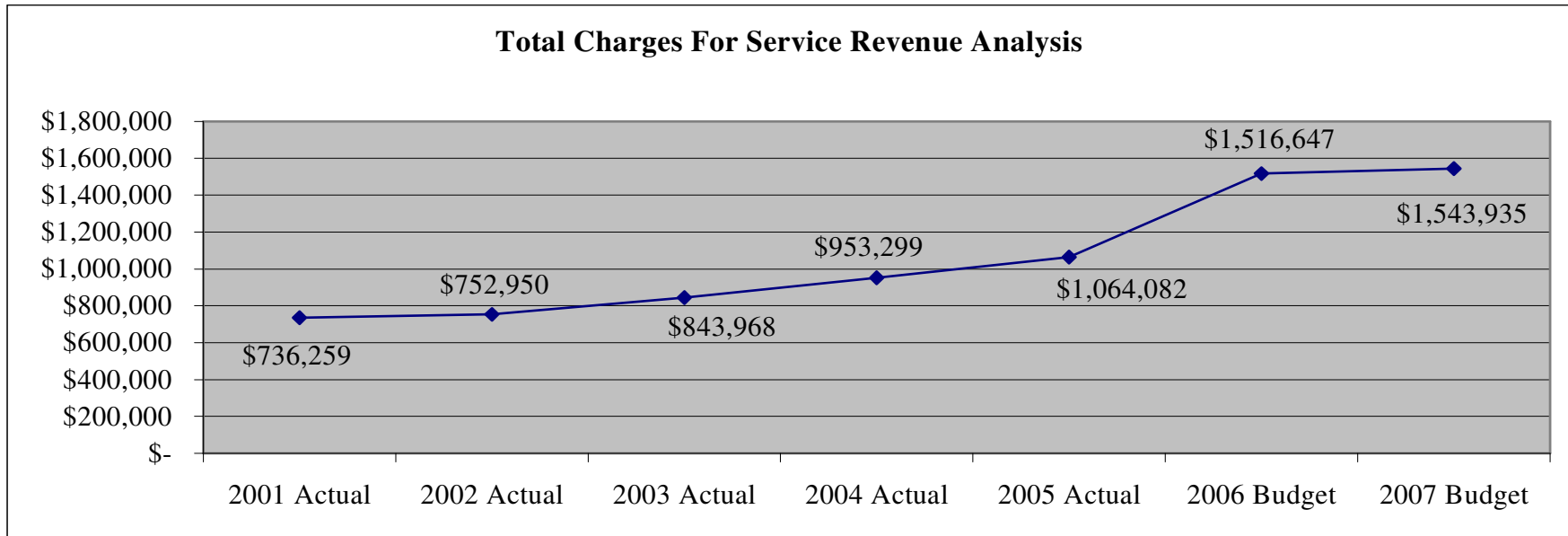


City of Saco, Maine Revenue Summary, Continued

Charges for service revenues

These revenues include those amounts charged to residential and commercial entities in the city for services they receive. The largest of these are the tipping fees charged to commercial haulers for allowing their disposal at the Maine Energy Recovery Company under the city's contract, the fees charged for enrollment in the city's recreation programs, and the fees charged for disposal of items at the city operated transfer station facility. Actual receipts have consistently been increasing slightly since 1999. However, a slight reduction in commercial tipping fees is being projected in the fiscal year 2007 budget due to the City Council's action to increase the commercial tipping fee by another \$20 per ton. The fiscal year 2005 budget reflects a large increase in revenues which was primarily due to a \$350,000 increase in recreation program revenues due to the city's intention of covering 100% of the recreation related expenditures through the fees being charged. The ultimate goal was to make the program self supporting without any reliance on property taxes. This new fee structure was rescinded and the fiscal year 2006 budget has reduced recreation fees from last years budget by just over \$270,000. This revenue was increased slightly in 2007 due to the expanding of the after school program. The School Department has increased their tuition charges by almost this same amount hence the fiscal year 2006 budget has remained consistent with the prior year.

2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
\$736,259	\$752,950	\$843,968	\$953,299	\$1,064,082	\$1,516,647	\$1,543,935

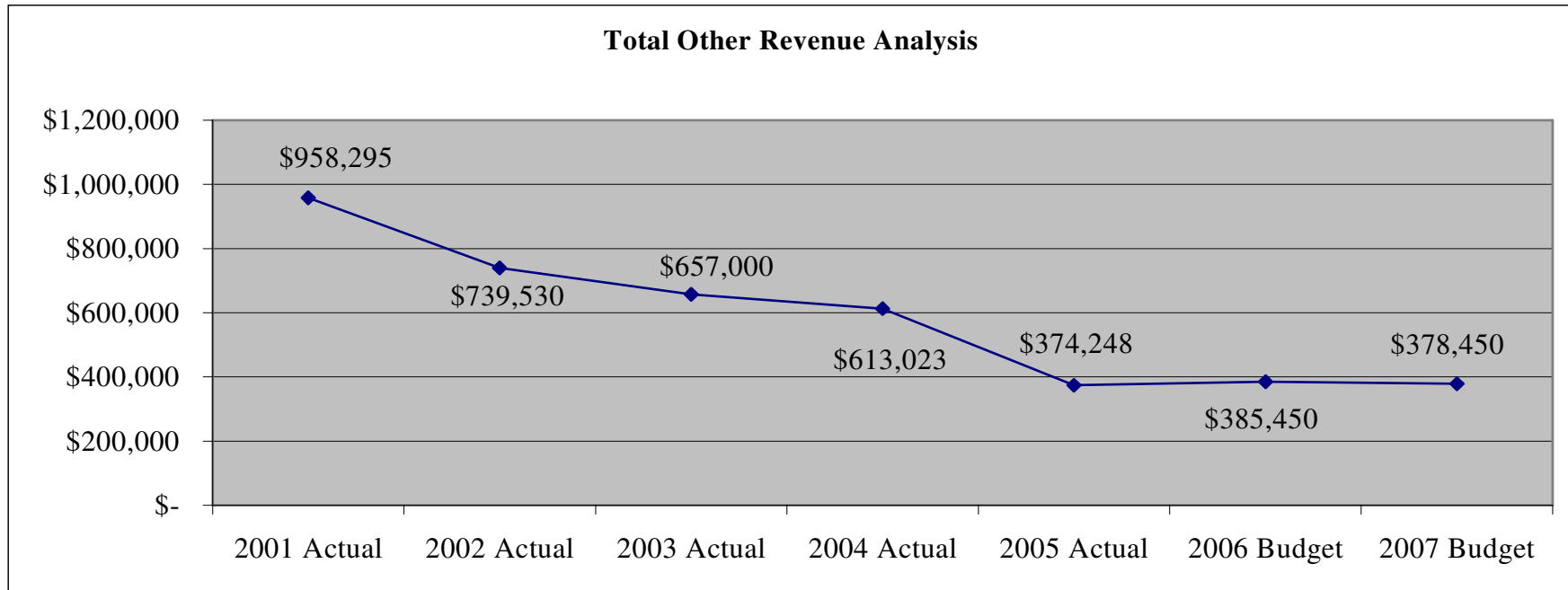


City of Saco, Maine Revenue Summary, Continued

Other revenues

These revenues include those that can not be classified in the categories previously listed. The largest of these include interest earnings on city investments, health insurance employee reimbursements for the reimbursement of those coverage's not covered by the city, and sale of recycled waste on the commodities market. These revenues had been consistently increasing until fiscal year 2002 when it dropped due to no lease proceeds as were included in 2001 and a large reduction in miscellaneous revenue being collected from the school department. There was a further reduction in the 2003 budget primarily due to a large reduction in interest revenue, because of the current interest rates available due to the economic down turn we are experiencing. In the fiscal year 2004 and again in the 2005 budget there was again a reduction due to interest rate deterioration. In the fiscal year 2006 and 2007 budgets, the revenue level has remained consistent with the 2005 budget.

2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
\$958,295	\$739,530	\$657,000	\$613,023	\$374,248	\$385,450	\$378,450

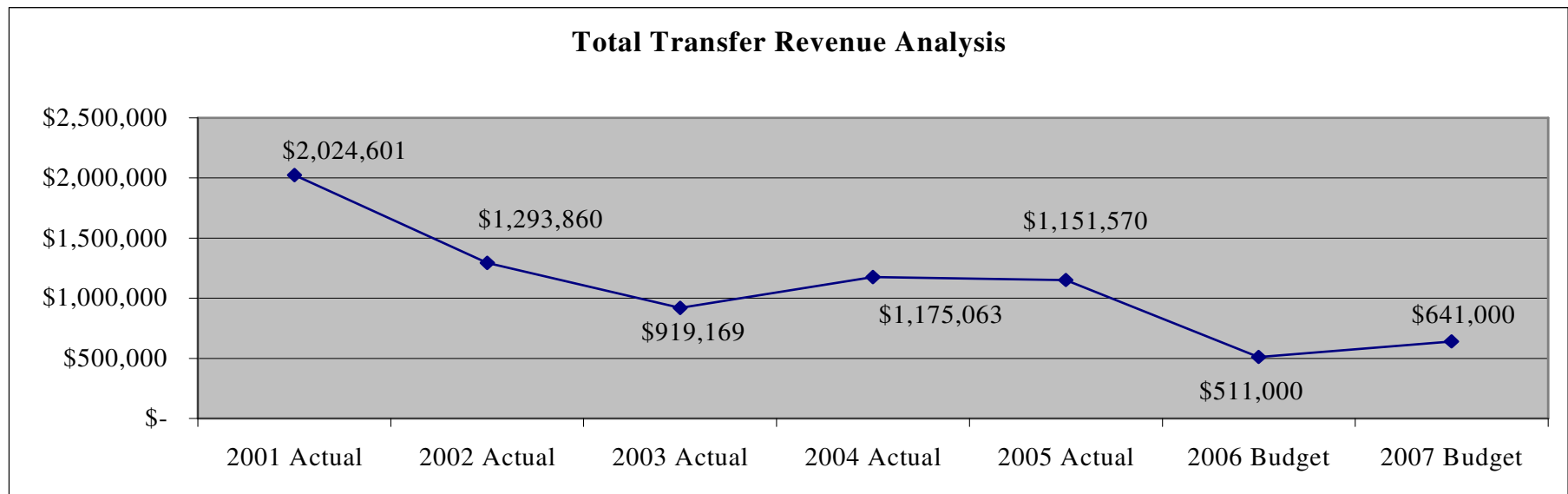


City of Saco, Maine Revenue Summary, Continued

Transfer revenues

These revenues include those amounts transferred from other funds of the city into the General Fund to fund various projects included within the city's general fund budget. Actual receipts are not consistent from one year to the next, as the level is driven by what types of projects are included within the budget and whether the revenues have been collected within other funds to complete them. Hence, needing to be transferred into the General Fund to cover the appropriations. In the fiscal year 2005 budget, these transfers had increased due to an increase in the amount of general fund ambulance expenditures being covered by the ambulance fund, an increase in the amount of recreational impact fees transferred in to cover capital projects for the parks and recreation "10 year plan for the parks," and a new transfer from the waste water treatment plant to cover a portion of their technological expenditures budgeted within the general fund (Finance Department). In the fiscal year 2006 budget, these transfers have been dramatically reduced due to the fact that the waste water treatment plant debt and sewer crew related expenditures are being charged directly to the Enterprise Fund instead of being budgeted through the General Fund and then funds transferred into the General Fund to cover the expenditures. The recreation impact fees collected has also been established as a separate Special Revenue Fund and will be charged directly for the related expenditures thus reducing the transfer into the General Fund to cover these expenditures as well. In the fiscal year 2007 budget, the transfer from the ambulance fund has increase by \$130,000 in order to cover the purchase of a new ambulance.

2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
\$2,024,601	\$1,293,860	\$919,169	\$1,175,063	\$1,151,570	\$511,000	\$641,000

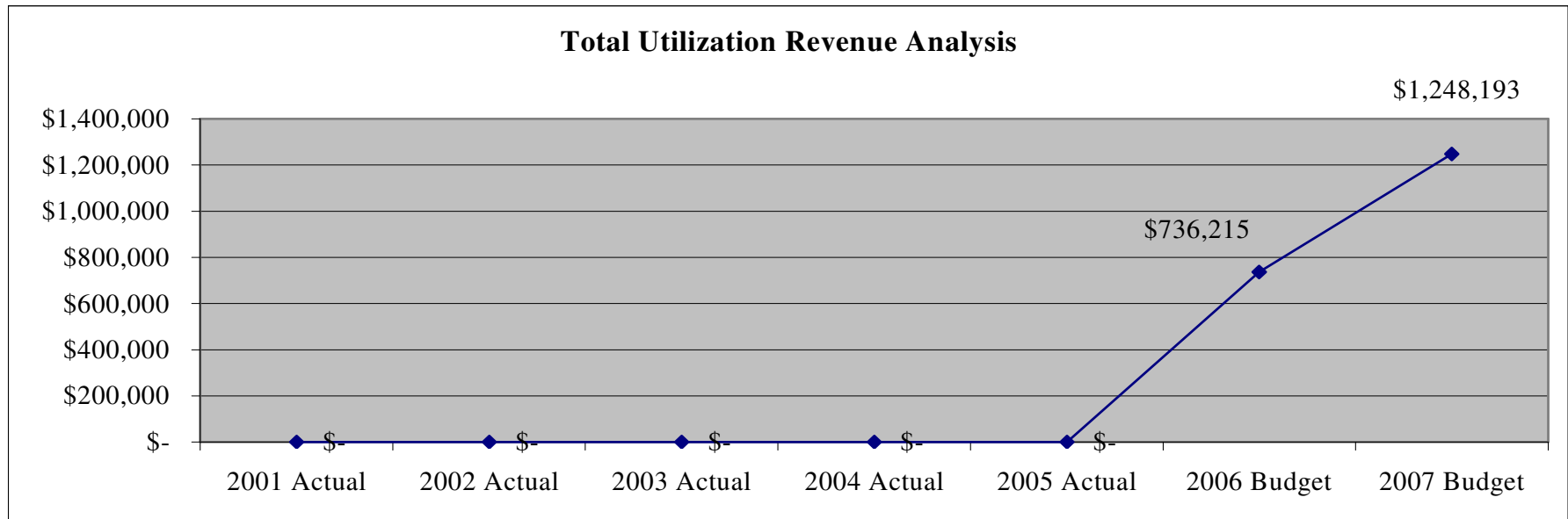


City of Saco, Maine Revenue Summary, Continued

Utilization of Prior Year Surplus revenues

These revenues represent the budgeted utilization of prior year undesignated fund balance amounts of both the city and the school department, in order to balance the total revenues with the total appropriations of the budget. The purpose for utilizing fund balance is to minimize the impact of the mil rate increase in a given budgeted year by utilizing accumulated surpluses instead of levying property taxes. The actual history reflects that although a utilization was budgeted, this transfer from undesignated fund balance was not necessary as there were other revenues which came in higher than estimated which covered this amount which would have otherwise been transferred. The city is cognizant of its fund balance policy, which mandates an undesignated fund balance level between 8.33% and 10% of budgeted appropriations. This policy is maintained with the current budgetary level of utilization of fund balance if it all were to be utilized. It has increased in the fiscal year 2007 budget due to undesignated fund balance levels available above the 10% policy level. These funds were therefore utilized to budget for needed capital and infrastructure improvements within the community.

2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
\$ -	\$ -	\$ -	\$ -	\$ -	\$ 736,215	\$ 1,248,193



City of Saco, Maine Revenue Summary, Continued

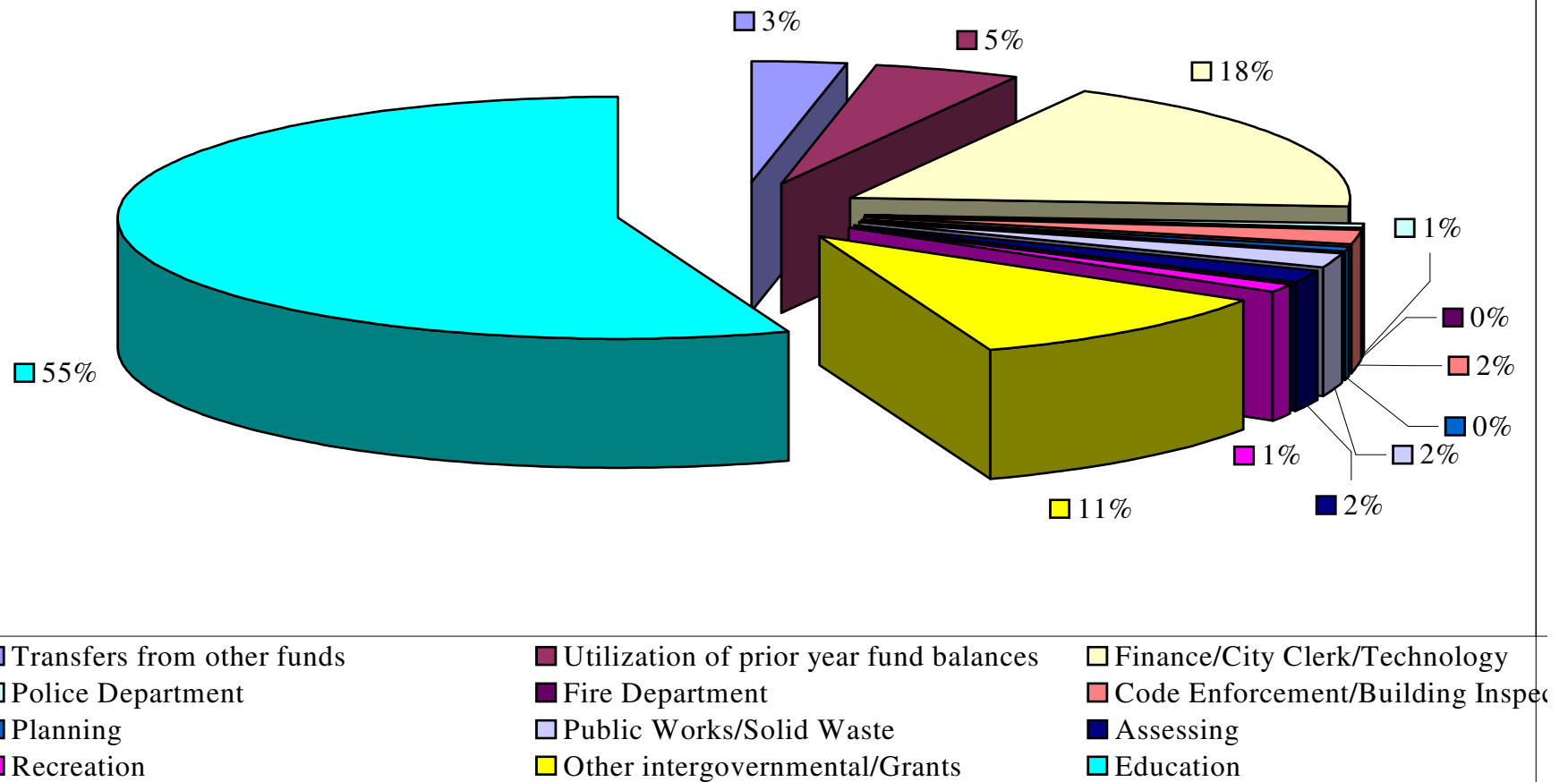
Revenues by Department

The next chart graphically depicts revenues by department. The bulk of city non-tax revenues, at 55.63%, are received from the Education Department with their state aid to education monies. This allocation has increased slightly over last year due to additional monies received by the school department from the State of Maine through the new Essential Programs and Services funding model.

Projected Revenue by Department:	FY 2006	Percentage of Total	FY 2007	Percentage of Total
Education	\$ 10,886,133	57.44%	\$ 11,438,164	55.63%
Transfers from other funds	\$ 511,000	2.70%	\$ 641,000	3.12%
Utilizations of prior year fund balances	\$ 360,000	1.90%	\$ 953,548	4.64%
Finance/City Clerk	\$ 3,618,990	19.09%	\$ 3,748,990	18.23%
Police Department	\$ 130,500	0.69%	\$ 125,313	0.61%
Fire Department	\$ 13,900	0.07%	\$ 20,150	0.10%
Code Enforcement/Building Inspector	\$ 492,082	2.60%	\$ 409,638	1.99%
Planning	\$ 94,900	0.50%	\$ 76,900	0.37%
Public Works/Solid Waste	\$ 421,000	2.22%	\$ 428,895	2.09%
Assessing	\$ 323,326	1.71%	\$ 326,514	1.59%
Recreation	\$ 185,000	.98%	\$ 225,000	1.09%
Other intergovernmental/Grants	\$ 1,916,728	10.11%	\$ 2,167,838	10.54%
TOTAL	\$ 18,953,559	100.00 %	\$ 20,561,950	100.00 %

**City of Saco, Maine
Revenue Summary, Continued**

2007 Revenues by Department



EXPENDITURE SUMMARY

City of Saco, Maine Expenditure Summary

The Expenditure summary displays budget allocations by department or category and includes past and current years for comparative purposes. The total expenditure summary line for the 2007 Approved budget offers the total funds necessary to operate the City of Saco, Maine. This expenditure summary provides a compilation of all City appropriations for 2007. Figures listed on this table are explained in detail later in the budget document.

	2003	2004	2005	2006	2007
Departments	Actual	Actual	Actual	Budget	Budget
Legislative:	\$16,468	\$20,094	\$16,304	\$20,100	\$20,100
City Administration:	\$179,103	\$190,350	\$194,725	\$196,890	\$207,699
Finance/Technology:	\$362,086	\$508,939	\$541,573	\$706,344	\$728,154
City Clerk:	\$145,323	\$154,900	\$149,580	\$183,037	\$197,039
Assessor:	\$151,954	\$150,696	\$160,500	\$175,409	\$181,974
City Building Maintenance:	\$137,015	\$86,851	\$90,175	\$93,517	\$102,027
Legal:	\$273,891	\$144,757	\$135,366	\$105,000	\$235,000
Police Department:	\$2,255,666	\$2,354,294	\$2,505,583	\$2,593,293	\$2,730,674
Fire Department:	\$1,697,566	\$1,908,777	\$2,039,207	\$2,138,930	\$2,395,989
Building Inspections:	\$165,022	\$177,522	\$193,173	\$213,863	\$226,987
Planning & Econ Development:	\$224,559	\$268,829	\$293,001	\$264,557	\$262,032
Public Works Department:	\$3,336,897	\$3,112,165	\$3,710,174	\$3,673,423	\$3,854,313
Public Agencies:	\$392,252	\$482,309	\$488,943	\$539,000	\$541,900
Parks and Recreation Department:	\$456,610	\$485,750	\$585,146	\$612,822	\$715,131
Debt Service:	\$1,673,623	\$1,561,785	\$1,757,463	\$1,286,517	\$1,338,276
Employee Benefits:	\$1,992,268	\$2,144,648	\$2,113,209	\$2,075,796	\$2,198,601
Insurances:	\$220,996	\$204,013	\$213,348	\$219,971	\$241,969
Contingency:	\$38,608	\$80,625	\$48,523	\$64,000	\$66,000
Education K-12:	\$20,655,631	\$21,655,673	\$22,996,354	\$24,394,998	\$25,504,018
York County Tax:	\$795,896	\$747,821	\$772,182	\$859,182	\$896,282
Capital Improvement Projects:	\$2,728,263	\$1,208,365	\$615,627	\$672,702	\$1,141,765
TOTAL OPERATING & CAPITAL PROJECTS:	\$37,899,697	\$37,649,163	\$39,620,156	\$41,089,352	\$43,785,930

City of Saco, Maine
Expenditure Summary, Continued

The chart listed above does not include the budgeted overlay of \$373,442 and 400,000 respectively for fiscal year 2006 and 2007, or the Tax Incremental Finance District transfer of \$648,000 and \$572,841 respectively for fiscal years 2006 and 2007. These two items combined with the total from the chart of \$43,785,930 bring total budgeted expenditures for fiscal year 2007 to \$44,758,771.

Graphical representations of total appropriations by various categories can be found on previous pages of this document.

PERSONNEL SECTION

City of Saco, Maine Personnel Section

PERSONNEL OVERVIEW

The personnel section of the city budget consists of two sections. The first section is a personnel summary that lists the number of positions approved in each department through the budget process in the prior 3 years, the current year and the need for new positions as projected by department heads for the next year. A citywide position count is also listed. Elected officials are not listed as they are not full time employees of the city and their hours vary significantly.

The second section is the position classification plan, which is a listing of employee positions by department, by title, and salary or hourly rate for the current budget year and for the previous budget year. Most of the positions listed are unionized with the exception of 17 of the department head and assistant department head positions. Listed salaries do not include overtime or midyear pay changes. During the end of fiscal year 2006 all 8 of the city's bargaining unit contracts are due to expire and were not yet ratified at the time the budget was put together and adopted. A 3.5% increase for all employees was estimated and incorporated into the salary lines of the adopted fiscal year 2007 budget. All non-union employees receive the same increase as is bargained with the unions. They also have the opportunity to receive up to 3% more based on a performance evaluation conducted by the City Administrator. Goals are established at the beginning of each year and included within the city's strategic planning process, if these goals are achieved, the non-union employees can receive additional merit pay for these successes. It is averaged that non-union employees receive a 5.5% increase based on this structure. The fiscal year 2007 budget therefore includes this 5.5% increase for all non-union employees.

The city's Personnel Policy dictates and describes the performance evaluation process mentioned above for non-union employees.

For fiscal year 2007, the approved budget includes the addition of 6 full time positions; the addition of four fire fighter/paramedic positions to be funded partially through a Fire SAFER Grant, an administrative position within the Parks & Recreation Department and a Program coordinator position for the soon to be expanded after school youth program also within the Parks & Recreation Department.

City of Saco, Maine
Personnel Section, Continued

<u>Department</u>	<u>Position(s)</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
Administration	Executive Secretary	1	1	1	1	1
	City Administrator	1	1	1	1	1
	PersonelSecretary	1	1	1	1	1
Finance	Finance Director	1	1	1	1	1
	Tax Collector	1	1	1	1	1
	Accounts Payable Clerk	1	1	1	1	1
	Account Rec. Clerk	1	1	1	1	1
	Payroll Clerk	1	0	0	0	0
	Billing Clerk	1	1	1	1	1
	Clerk	2.5	3	3	3	3
	Information Technology (IT) Director	1	1	1	1	1
	IT Assistant Director	0	1	1	1	1
	Deputy City Clerk (GA)	1	1	1	1	1
City Clerk	City Clerk	1	1	1	1	1
Assessor's	Admin. Asst.	1	1	1	1	1
	Tax Assessor	1	1	1	1	1
	Clerk	1	1	1	1	1
Code Enforcement	Admin. Asst.	1	1	1	1	1
	Building Inspector	1	1	1	1	1
	Asst. Code Enf.	1.5	1.5	2	2	2
	Electrical Inspector	.5	.5	.5	.5	.5
	Custodian	1	1	1	1	1
Planning	Economic Dev. Dir	1	1	1	1	1
	City Planner'	1	1	1	1	1
	Secretary	1	1	1	1	1
Total City Hall		25.5	26	26.5	26.5	26.5
Police	Dispatcher	10	10	10	10	10
	Deputy Police Chief	1	1	1	1	1
	Police Sergeant	5	5	5	5	5

City of Saco, Maine
Personnel Section, Continued

	Court Officer	1	1	1	1	1
	Patrolman	19	19	19	19	20
	Police Chief	1	1	1	1	1
	Police Corporal	3	3	3	3	3
	Detective	5	5	6	6	6
	Secretary	1	1	1	1	1
Total Police		46	46	47	47	48
Fire Department	Deputy Fire Chief	2	2	2	2	2
	Captain Fire	4	4	4	4	4
	Fireman/EMT	24	24	24	28	28
	Lieutennant	4	4	4	4	4
	Chief	1	1	1	1	1
	Secretary	1	1	1	1	1
Total Fire		36	36	36	40	40
Public Works	Director of PW	1	1	1	1	1
	Admin. Asst.	1	1	1	1	2
	Secretary	1	1	1	1	1
	Engineer	1	1	1	1	1
	Engineer Tech	0	1	1	1	1
	Laborer	4.75	4.75	4.25	4.25	4.25
	Forman	4	4	4	4	4
	Truck Driver	12	11	11	11	12
	Heavy Equip. Oper	1	1	1	1	1
	Light Equip. Oper	1	1	1	1	1
	Transfer Station Oper	1	1	1	1	1
	Recycling Director/ Educator	0	1	1	1	1
	Maint. Clerk	1	1	1	1	1
	Garage Foreman	1	1	1	1	1
	Mechanic	4	4	4	4	4
Total Public Works		33.75	34.75	34.25	34.25	36.25
Parks & Recreation	Park Laborer	1.75	1.75	1.25	1.25	1.25

**City of Saco, Maine
Personnel Section, Continued**

	Foreman	1	1	1	1	1
	Program Leader	1	1	1	2	2
	Park/Rec Dir.	1	1	1	1	1
	Secretary	1	1	1	2	2
	Park/Rec Tech	1	1	1	1	1
Total Parks & Rec.		6.75	6.75	6.25	8.25	8.25
Total GENERAL FUND		148	149.5	150	156	159
Wastewater TP	Superintendent	1	1	1	1	1
	Mechanic	3	3	3	3	3
	Operator	3	3	4	4	4
	Lead Operator	1	1	1	1	1
	Admin. Asst.	1	1	1	1	1
	Clerk	1	1	1	1	1
	Technician	1	1	1	1	1
	Chief Operator	1	1	1	1	1
	Mechanic	1	1	1	1	1
	Mechanic 2	0	0	0	0	1
	Instrumentation Specialist	0	0	0	0	1
Total Wastewater		13	13	14	14	16
Total All Departments		161	162.5	164	170	175

**City of Saco, Maine
Personnel Section, Continued**

**City of Saco, Maine
Public Works Department
For Fiscal Year Ending June 30, 2007**

Employee	2006 Wages	2007 Wages
500101- Department Head Wages	\$ 77,754	\$ 82,098
Total 500101	\$ 77,754	\$ 82,098
500102- Supervisory Wages		
	\$ 61,282	\$ 64,668
	\$ 54,345	\$ 58,520
	\$ 23,138	\$ 27,726
	\$ 42,698	\$ 44,197
	\$ 38,713	\$ 40,064
	\$ 38,001	\$ 39,310
	\$ 42,912	\$ 45,301
Total 500102	\$ 301,090	\$ 319,785
500103- Non Supervisory Wages		
	\$ 41,862	\$ 41,611
	\$ 38,713	\$ 40,064
Total 500103	\$ 113,461	\$ 117,582
500104- Court Officers/Clerical Wages		
	\$ 35,334	\$ 38,071
	\$ 17,199	\$ 17,799
Total 500104	\$ 52,533	\$ 55,870

**City of Saco, Maine
Personnel Section, Continued**

**City of Saco, Maine
Public Works Department, continued
For Fiscal Year Ending June 30, 2007**

Employee	2006 Wages	2007 Wages
500130- Laborer Wages		
	\$ 14,772	\$ 15,808
	\$ -	\$ 14,772
Total 500130	\$ 14,772	\$ 30,580
500131- Equipment Operators		
	\$ 36,185	\$ 37,459
	\$ 31,965	\$ 34,080
	\$ 31,643	\$ 33,421
	\$ 31,022	\$ 32,762
	\$ 30,229	\$ 32,301
	\$ 34,814	\$ 36,038
Total 500131	\$ 195,858	\$ 206,060
500132- Truck Driver Wages		
	\$ 31,322	\$ 32,421
	\$ 31,322	\$ 32,421
	\$ 33,322	\$ 32,421
	\$ 29,544	\$ 30,591
	\$ 31,322	\$ 32,421
	\$ 30,358	\$ 30,591
	\$ 30,135	\$ 31,194
	\$ -	\$ 31,194
	\$ 31,322	\$ 32,421
	\$ 31,022	\$ 31,203
	\$ 10,045	\$ -
	\$ 26,180	\$ 30,591
	\$ 29,544	\$ 30,591
Total 500132	\$ 343,436	\$ 378,062

**City of Saco, Maine
Personnel Section, Continued**

**City of Saco, Maine
Public Works Department, continued
Fiscal year ending June 30, 2007**

Employee	2006 Wages	2007 Wages
500133- Mechanic Wages	\$ 29,544	\$ 30,591
	\$ 36,635	\$ 37,932
	\$ 33,019	\$ 34,165
	\$ 36,635	\$ 37,932
	\$ 35,907	\$ 37,179
Total 500133	\$ 171,739	\$ 177,800
TOTAL PUBLIC WORKS DEPT.	\$ 1,270,644	\$ 1,367,837

**City of Saco, Maine
Fire/Ambulance Department
Fiscal year ending June 30, 2007**

Employee	2006 Wages	2007 Wages
500101- Department Head Wages	\$ 73,968	\$ 78,856
Total 500101	\$ 73,968	\$ 78,856
500102- Supervisory Wages	\$ 68,981	\$ 71,400
	\$ 63,707	\$ 67,935
Total 500102	\$ 132,687	\$ 139,335
500104- Court Officer/Clerical Wages	\$ 32,277	\$ 34,777
Total 500104	\$ 32,277	\$ 34,777
500110- Firefighter/EMT Wages	\$ 39,384	\$ 40,664
	\$ 39,310	\$ 40,664
	\$ 40,864	\$ 42,117

**City of Saco, Maine
Personnel Section, Continued**

**City of Saco, Maine
Fire/Ambulance Department, continued
Fiscal year ending June 30, 2007**

<u>Employee</u>	<u>2006 Wages</u>	<u>2007 Wages</u>
	\$ 40,864	\$ 42,117
	\$ 38,587	\$ 39,937
	\$ 48,614	\$ 49,794
	\$ 42,869	\$ 44,466
	\$ 38,587	\$ 39,937
	\$ 39,310	\$ 40,664
	\$ 43,086	\$ 44,684
	\$ 38,474	\$ 39,913
	\$ 49,337	\$ 51,005
	\$ 40,073	\$ 42,218
	\$ 40,073	\$ 42,218
	\$ 39,856	\$ 41,390
	\$ 49,337	\$ 51,005
	\$ 39,310	\$ 40,664
	\$ 43,713	\$ 45,435
	\$ 49,586	\$ 50,279
	\$ 42,146	\$ 43,570
	\$ 42,869	\$ 44,466
	\$ 39,310	\$ 40,664
	\$ 38,587	\$ 39,937
	\$ 40,555	\$ 41,899
	\$ 37,176	\$ 38,096
	\$ 40,555	\$ 41,899
	\$ 40,555	\$ 41,899
	\$ 40,772	\$ 42,117
	\$ 40,495	\$ 41,390
	\$ 40,495	\$ 41,390
	\$ 40,495	\$ 41,390
	\$ 40,495	\$ 41,390
Total 500110	\$ 1,325,743	\$ 1,369,278
Fire SAFER Grant positions (4)	\$ -	\$ 139,588
Total Grant	\$ -	\$ 139,588

City of Saco, Maine
Fire/Ambulance Department, continued
For Fiscal Year Ending June 30, 2007

TOTAL FIRE/AMBULANCE DEPT.	\$ 1,564,764	\$ 1,761,833
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**City of Saco, Maine
Police Department
For Fiscal Year Ending June 30, 2007**

Employee	2006 Wages	2007 Wages
500101- Department Head Wages	\$ 71,687	\$ 75,801
Total 500101	\$ 71,687	\$ 75,801
500102- Supervisory Wages	\$ 64,976	\$ 69,126
Total 500102	\$ 64,976	\$ 69,126
500104- Court Officers/Clerical Wages	\$ 36,406	\$ 38,043
	\$ 39,206	\$ 40,559
Total 500104	\$ 75,612	\$ 78,602
500105- Police Investigators	\$ 39,936	\$ 49,859
	\$ 48,183	\$ 51,323
	\$ 49,468	\$ 51,383
	\$ 48,547	\$ 45,855
	\$ 44,176	\$ 51,473
	\$ 49,618	\$ 48,199
	\$ 45,655	\$ 43,637
	\$ 44,540	\$ 43,632
	\$ 42,569	\$ 44,159
	\$ 45,140	\$ 46,888
	\$ 49,104	\$ 50,806
	\$ 45,140	\$ 46,888
Total 500105	\$ 552,077	\$ 574,101

**City of Saco, Maine
Personnel Section, Continued**

**City of Saco, Maine
Police Department. Continued
Fiscal Year ending June 30, 2007**

Employee	2006 Wages	2007 Wages
500106- Patrolmen	\$ 37,739	\$ 41,441
	\$ 34,240	\$ 39,655
	\$ 34,789	\$ 40,322
	\$ 40,320	\$ 43,874
	\$ 39,227	\$ 43,056
	\$ 37,958	\$ 41,958
	\$ 38,049	\$ 42,109
	\$ 40,400	\$ 40,623
	\$ 40,034	\$ 41,958
	\$ 40,034	\$ 42,755
	\$ 38,723	\$ 34,086
	\$ 39,249	\$ 44,391
	\$ 42,768	\$ 41,436
	\$ 36,099	\$ 41,436
	\$ 39,249	\$ 35,284
	\$ 39,250	\$ 34,768
	\$ 36,099	\$ 41,291
	\$ 36,821	\$ 43,573
	\$ -	\$ 39,655
	\$ 34,265	\$ 40,623
Total 500106	\$ 725,312	\$ 814,293
500107- Dispatchers	\$ 35,576	\$ 36,813
	\$ 36,078	\$ 37,352
	\$ 35,371	\$ 38,255
	\$ 36,956	\$ 36,619
	\$ 35,371	\$ 33,820
	\$ 31,271	\$ 33,820
	\$ 31,276	\$ 37,351
	\$ 35,371	\$ 31,732
	\$ 33,522	\$ 31,732
	\$ 34,685	\$ 36,102
Total 500107	\$ 345,478	\$ 353,598

**City of Saco, Maine
Personnel Section, Continued**

**City of Saco, Maine
Police Department, Continued
Fiscal Year ending June 30, 2007**

<u>Employee</u>	<u>2006 Wages</u>	<u>2007 Wages</u>
500108- Cross Guards/Animal Control		
	\$ 5,583	\$ 5,763
	\$ 5,583	\$ 5,763
	\$ 5,583	\$ 5,763
	\$ 5,583	\$ 5,763
	\$ 18,077	\$ 18,689
	\$ 5,583	\$ 5,763
	\$ 5,583	\$ 5,763
	\$ 5,583	\$ 5,763
	\$ 5,583	\$ 5,763
Total 500108	\$ 62,737	\$ 64,792
500109- COPS Grant Officers		
	\$ 41,964	\$ -
Total 500109	\$ 41,964	\$ -
TOTAL POLICE DEPARTMENT	\$ 1,939,844	\$ 2,030,312

**City of Saco, Maine
Administration Department
For the year ending June 30, 2007**

<u>Employee</u>	<u>2006 Wages</u>	<u>2007 Wages</u>
500101- Department Head Wages	\$ 93,000	\$ 99,133
Total 500101	\$ 93,000	\$ 99,133
500103- Non Supervisory Wages	\$ 47,673	\$ 51,332
Total 500103	\$ 45,777	\$ 51,332

**City of Saco, Maine
Personnel Section, Continued**

**City of Saco, Maine
City Administration Department, continued
Fiscal year ended June 30, 2007**

Employee	2006 Wages	2007 Wages
500104- Court Officers/Clerical Wages	\$ 38,417	\$ 40,994
Total 500104	\$ 38,417	\$ 40,994
TOTAL CITY ADMINISTRATION	\$ 179,090	\$ 191,459

**City of Saco, Maine
Finance Department
For the year ending June 30, 2007**

Employee	2006 Wages	2007 Wages
500101- Department Head Wages	\$ 84,178	\$ 88,006
Total 500101	\$ 84,178	\$ 88,006
500102- Supervisory Wages	\$ 42,861	\$ 41,845
Total 500102	\$ 42,861	\$ 41,845
500103- Non Supervisory Wages/Technology	\$ 51,668	\$ 56,218
	\$ 39,444	\$ 41,632
Total 500103	\$ 91,112	\$ 97,850
500104- Court Officers/Clerical Wages	\$ 25,331	\$ 27,045
	\$ 37,178	\$ 38,481
	\$ 7,000	\$ 6,006
	\$ 26,889	\$ 28,390
	\$ 28,421	\$ 29,386
	\$ 13,708	\$ 14,195
	\$ 28,440	\$ 29,973
Total 500104	\$ 166,967	\$ 173,476
TOTAL FINANCE DEPARTMENT	\$ 385,117	\$ 401,177

**City of Saco, Maine
Personnel Section, Continued**

**City of Saco, Maine
City Clerk Department
For the year ending June 30, 2007**

Employee	2006 Wages	2007 Wages
500101- Department Head Wages	\$ 54,190	\$ 57,597
Total 500101	\$ 54,190	\$ 57,597
500104- Court Officers/Clerical Wages	\$ 38,001	\$ 39,342
Total 500104	\$ 38,001	\$ 39,342
TOTAL CITY CLERK DEPARTMENT	\$ 92,190	\$ 96,939

**City of Saco, Maine
Assessing Department
For the year ending June 30, 2007**

Employee	2006 Wages	2007 Wages
500101- Department Head Wages	\$ 61,594	\$ 63,750
Total 500101	\$ 61,594	\$ 63,750
500104- Court Officers/Clerical Wages	\$ 27,423	\$ 28,390
	\$ 38,242	\$ 39,585
Total 500104	\$ 65,665	\$ 67,975
TOTAL ASSESSING DEPARTMENT	\$ 127,259	\$ 131,724

**City of Saco, Maine
Personnel Section, Continued**

**City of Saco, Maine
Building Maintenance Department
For the year ending June 30, 2007**

Employee	2006 Wages	2007 Wages
500103- Non Supervisory Wages	\$ 31,217	\$ 33,261
Total 500103	\$ 31,217	\$ 33,261
TOTAL BUILDING MAINTENANCE DEPT	\$ 31,217	\$ 33,261

**City of Saco, Maine
Building Inspections/Zoning Department
For the year ending June 30, 2007**

Employee	2006 Wages	2007 Wages
500101- Department Head Wages	\$ 55,943	\$ 57,883
Total 500101	\$ 55,943	\$ 57,883
500103- Non Supervisory wages	\$ 46,917	\$ 49,818
	\$ 39,000	\$ 42,023
Total 500103	\$ 85,917	\$ 91,842
500104- Court Officers/Clerical Wages	\$ 28,636	\$ 29,224
Total 500104	\$ 28,636	\$ 29,224

**City of Saco, Maine
Personnel Section, Continued**

**City of Saco, Maine
Building Inspections/Zoning Department, Continued
For the year ending June 30, 2007**

<u>Employee</u>	<u>2006 Wages</u>	<u>2007 Wages</u>
500119- Electrical Inspector	\$ 23,767	\$ 25,088
Total 500119	\$ 23,767	\$ 25,088
TOTAL BUILDING INSPECTIONS	\$ 194,263	\$ 204,037

**City of Saco, Maine
Planning and Economic Development Dept.
For the year ending June 30, 2007**

<u>Employee</u>	<u>2006 Wages</u>	<u>2007 Wages</u>
500101- Department Head Wages	\$ 68,118	\$ 70,514
Total 500101	\$ 68,118	\$ 70,514
500103- Non Supervisory Wages	\$ 59,477	\$ 63,378
Total 500103	\$ 59,477	\$ 63,378
500104- Court Officers/Clerical Wages	\$ 27,411	\$ 28,390
	\$ 27,411	\$ 28,390
TOTAL PLANNING/ECON. DEV.	\$ 155,007	\$ 162,282

**City of Saco, Maine
Personnel Section, Continued**

**City of Saco, Maine
Parks & Recreation Department
For the year ending June 30, 2007**

Employee	2006 Wages	2007 Wages
500101- Department Head Wages	\$ 60,330	\$ 57,943
Total 500101	\$ 60,330	\$ 57,943
500102- Supervisory Wages	\$ 46,040	\$ 48,583
	\$ 41,027	\$ 42,475
Total 500102	\$ 87,067	\$ 91,058
500103- Non Supervisory Wages	\$ -	\$ 31,200
Total 500103	\$ -	\$ 31,200
500104- Court Officer/Clerical Wages	\$ -	\$ 24,414
	\$ 26,874	\$ 28,381
Total 500104	\$ 26,874	\$ 52,795
500130- Laborer Wages	\$ 30,593	\$ 32,292
	\$ 35,435	\$ 38,885
	\$ 14,772	\$ 14,757
Total 500130	\$ 80,801	\$ 85,934
TOTAL PARKS & RECREATION	\$ 255,072	\$ 287,731

**City of Saco, Maine
Personnel Section, Continued**

**City of Saco, Maine
Waste Water Treatment Plant
For the year ending June 30, 2007**

Employee	2006 Wages	2007 Wages
500102-Supervisory Wages	\$ 23,138	\$ 28,697
	\$ 66,175	\$ 70,514
	\$ 52,832	\$ 55,775
Total 500102	\$ 142,145	\$ 154,986
500103- Non Supervisory Wages	\$ 38,713	\$ 41,700
	\$ 40,277	\$ 39,870
	\$ 41,048	\$ 35,907
	\$ 34,465	\$ 38,535
	\$ 32,886	\$ 36,447
	\$ 36,078	\$ 37,110
Total 500103	\$ 223,468	\$ 229,568
500104- Court Officers/Clerical Wages		
	\$ 35,135	\$ 36,361
	\$ 13,708	\$ 14,208
	\$ 11,466	\$ 11,866
Total 500104	\$ 60,310	\$ 62,436
500133- Mechanic Wages		
	\$ 47,968	\$ 49,644
	\$ 46,276	\$ 47,900
	\$ 94,244	\$ 97,543
TOTAL WASTE WATER TREATMENT PLANT	\$ 520,166	\$ 544,533

**DEPARTMENTAL NARRATIVES,
STRATEGIC GOALS AND OBJECTIVES
AND APPROPRIATION HISTORY**

City of Saco, Maine Legislative Department Narrative

Fiscal Year 2007 Established Goals and Objectives

The goals and objectives of the City Council are established through their endorsement of the city's Strategic Plan completed in 2004 and updated again in 2006. The goals of the City Council have been broken out into 9 Strategic Goal areas that can be found within the Strategic Planning Process of this document on page 48. Each department has then established strategic objectives within each of these 9 strategic goal areas in order to achieve the results deemed priority and necessity by the City Council. This approach assures that all levels of city government are working towards the same result. We call it our mechanism of "Managing For Results." This is a new approach as the Strategic Plan was completed only in March of 2004. Beginning with the last budget process and continuing into 2007, the City also began to incorporate Performance Measures in an attempt to report results of this strategic planning process. The Performance measures developed for each department can be found within the departmental sections of this document.

Fiscal Year 2006 Results of Goals and Objectives

The City of Saco's 2006 adopted budget identified the primary objectives to be accomplished during 2005 and 2006. Within the City of Saco, City Councilors are elected for terms of two years. They therefore set their goals and objectives at the beginning of their 2-year term. They meet in December, after the November election, and establish these 2 year goals. The following section describes these goals set for 2005 and 2006 and objectives and some of the results achieved to date in the format of the City's strategic plan.

Element: Main Street – Pepperell Square Reconstruction Project, Phase 1
Staff Lead: Peter Morelli

Related to Goal Area:
Downtown Revitalization



Strategic Objective: Main Street – Pepperell Square Reconstruction Project, Phase 1

Implementation Milestones with Existing Resources

- ✓ Complete design
- ✓ Seek design approval from Council and authorization to bid
- ✓ Council has already authorized \$1,500,000, including \$500,000 state grant
- ✓ 100% complete on construction/

Implementation Milestones with Additional Funding

- Remainder of Main Street to be addressed when TIF or grant funding accrue

City of Saco, Maine Legislative Department Narrative, Continued

Element: Rehabilitate Mill Building 4
Staff Lead: Peter Morelli

Related to Goal Area:
Downtown Revitalization



Strategic Objective: Work with Saco Spirit, mill purchasers, and other island stakeholders to find redevelopment plan for Mill 4.

Implementation Milestones with Existing Resources

- ☐ Develop implementation plan for rehabilitation
- ☐ Secure funding mechanism for project
- ✓ Work closely with mill purchasers and UNE to develop and advance a plan for rehabilitation
- ✓ Achieve Pine Tree Zone designation to provide financial advantage to site
- ☐ Include biotech project in Southern Maine Economic Development District in EDA's Community Economic Development Strategy (CEDs) in order to qualify for EDA or earmark funding. (**Not included in EDA, was cut**)
- ☐ If available, seek second round funding from Municipal Trust Fund Program
- ☐ Clarify MDOT's position on traffic light at Gooch Street
- ☐ Seek City Council permission to rename Gooch Street

Implementation Milestones with Additional Funding

- ☐ Parking garage

Element: Continue vigorous downtown revitalization efforts
Staff Lead: Peter Morelli/Mike Bolduc/Howard Carter

Related to Goal Area:
Downtown Revitalization



Strategic Objective: Continue vigorous downtown revitalization efforts

Implementation Milestones with Existing Resources

- ✓ Install gateway signage
- ✓ Fund \$30,000 for organizational support
- ☐ Install way finding and directional signage (**Pepperell Square Project been purchased Fall 2005**)
- ✓ Complete Main Street-Pepperell Square project (street lights/sidewalks)
- ✓ Complete Cutts Avenue reconstruction
- ☐ Complete cultural plan inventory (**40% Complete**)

Community Activities Committee abolished; council resolution for River Walk Trail; Bike Pedestrian Study; Pepperell Square design and construction meetings

Implementation Milestones with Additional Funding

- ☐ Additional signage needs being evaluated

City of Saco, Maine
Legislative Department Narrative, Continued

Element: Redevelopment of Mill Building 108
Staff Lead: Peter Morelli

Related to Goal Area:
Downtown Revitalization



Strategic Objective: Work to find redevelopment plan for Mill building 108.

NO ACTIVITY FOR THE CITY

Implementation Milestones with Existing Resources

- ☐ Develop implementation plan for rehabilitation
- ☐ Secure funding mechanism for project
- ☐ RFP development for contractors to bid out project
- ☐ Selection of contractor
- ☐ Project construction

Implementation Milestones with Additional Funding

- ☐ Not certain at this time.

Element: Reconstruction of Pleasant Street
Staff Lead: Ron Kiene

Related to Goal Area:
Infrastructure and Capital Development and Maintenance



Strategic Objective: Assess and construct improvements to Pleasant Street from Spring Street to Main Street

Implementation Milestones with Existing Resources

- ✓ Conduct a needs assessment
- ✓ Prepare budget estimates
- ✓ Present to Council for FY 05 funding
- ☐ Present to Council for additional funding

Conceptual plans have not been completed

Implementation Milestones with Additional Funding

- ☐ Finalize design
- ☐ Obtain approval from Maine Department of Transportation (MDOT)
- ☐ Obtain council approval for bidding
- ☐ Bid Project
- ☐ Begin construction

City of Saco, Maine Legislative Department Narrative, Continued

Element: Implement the Road Surface Management Survey (RSMS)

Staff Lead: Mike Bolduc

Related to Goal Area:

Infrastructure and Capital Development and Maintenance



Strategic Objective: To update and implement the Road Surface Management Survey

Implementation Milestones with Existing Resources

- ✓ Reevaluate Road survey (Done October 2003 & October 2004)
- ✓ Prioritize roads
- ✓ Determine additional utility work needs on priority roads
- ✓ Develop cost estimates
- ✓ Present to Council for FY 05 funding

2% away from goal of 70; review policy for 2005 of maintenance versus improvement of roadways

Implementation Milestones with Additional Funding

- ☐ More completion of roads falling below the acceptable condition levels

Element: Investigate the consolidation of the school's two elementary buildings

Staff Lead: Rick Michaud/Michael Lafortune

Related to Goal Area:

Infrastructure and Capital Development and
Maintenance; Growth Management



Strategic Objective: Investigate the consolidation of the school's two elementary school buildings and to cease utilization of the Young School.

Implementation Milestones with Existing Resources

- ✓ Review results of testing performed at Young School
- ✓ Make determination if school should be preserved for future use, combined with Fairfield School or a new elementary school built
- ☐ Look at all alternatives
- ☐ Prepare a plan for future accommodation of students at Young School

Meetings with TA, OOB officials and Maine Dept of Education

Implementation Milestones with Additional Funding

- ☐ Not known at this time, will depend on what the results of the testing show
- ☐ What is the site of the new permanent Young School – will cost an estimated 12 million

City of Saco, Maine Legislative Department Narrative, Continued

Element: Address Long Term Transportation Needs

Staff Lead: Ron Kiene, Bob Hamblen

Related to Goal Area:

Infrastructure and Capital Development and Maintenance; Growth Management



Strategic Objective: Utilize PACTS funding to identify and prioritize. 1) Vehicular transportation planning, and, 2) bicycle and pedestrian planning.

Implementation Milestones with Existing Resources

- ✓ Develop Request for Qualifications.
- ✓ Identify preferred bidders.
- ✓ Interview preferred bidders.
- ✓ Identify firm to conduct each study.
- ✓ Meet with firm to define methodology, expectations, and timetable.
- ✓ Provide data to firm as requested.
- ✓ Monitor study progress.
- ✓ Participate in public meetings with selected firm.
- ✓ Review draft of study.
- ✓ Accept study and review with Council

Implementation Milestones with Additional Funding

- ❑ Implement recommendations of study.
- ❑ Seek grant funding for implementation.

Element: Elm & Scammon Intersection

Staff Lead: Ron Kiene

Related to Goal Area:

Infrastructure and Capital Development and Maintenance



Strategic Objective: Redesign and construct improvements to the Elm, Scammon, Thornton, Temple intersection to improve traffic flow and safety.

Implementation Milestones with Existing Resources

- ✓ Finalize conceptual plan
- ✓ Prepare budget estimates
- ✓ Submitted application to PACTS for funding – did not make next funding cycle

Implementation Milestones with Additional Funding

- ❑ Meet with property owners on property acquisitions
- ❑ Finalize design
- ❑ Obtain approval from Maine Department of Transportation (MDOT)
- ❑ Obtain council approval for bidding
- ❑ Bid Project
- ❑ Begin construction

City of Saco, Maine Legislative Department Narrative, Continued

Element: Construct Turn lane Main/Ocean Park
Staff Lead: Mike Bolduc

Related to Goal Area:
Infrastructure and Capital Development and Maintenance



Strategic Objective: Design and construct an additional right turn lane on Main Street at the intersection of Main Street and the Ocean Park Road.

Implementation Milestones with Existing Resources

- ✓ Design intersection in conjunction with Maine Department of Transportation (MDOT)
- ✓ Conduct meeting with affected property owners and the MDOT
- ✓ Meet with property owners for the purpose of acquiring land for the widening and related signal locations
- ✓ Obtain appraisals in accordance with the MDOT regulations
- ✓ Obtain additional funding from MDOT
- ✓ Acquire property
- ✓ Obtain final approval on design from MDOT and City Council
- ✓ Bid project
- ✓ Start construction

Implementation Milestones with Additional Funding

None * *This is a MDOT project that is partially funded by the state and local government. This project is a Locally Administered Project by the Saco Public Works Department*

Element: Acquire open space as authorized by the voters in the bond referendum
Staff Lead: Peter Morelli

Related to Goal Area:
Growth Management



Strategic Objective: The objective of this element is to acquire \$1,500,000 worth of open space as was authorized by the voters in the bond referendum.

Implementation Milestones with Existing Resources

- ✓ Work with Open Space Advisory committee to target properties for purchase through this bond issue
- ❑ Get City Council approval of purchases (Received approval for 1 acquisition, currently working on second)
- ✓ Prepare Official Statement for bond issuers to bid
- ✓ Secure bond issue
- ❑ Purchase properties (Purchased one property, currently working on second—the City has three years to complete purchases with these bond funds)

Implementation Milestones with Additional Funding

- ❑ None known at this time – voters only authorized \$1,500,000

No land has been purchased

City of Saco, Maine Legislative Department Narrative, Continued

Element: Removal of Maine Energy Recovery Company from downtown Biddeford

Staff Lead: Mike Bolduc

Related to Goal Area:

Meeting New Environmental Regulation Challenges



Strategic Objective: Develop alternatives and cost estimates for the eventual discontinuance of solid waste disposal at MERC.

Implementation Milestones with Existing Resources

- ✓ Meet with SMART Committee to develop alternatives for discontinuance of MERC
- ✓ Develop cost estimates for alternatives
- ✓ Meet with City Council to discuss alternatives
- ❑ Make decision as to how City of Saco wishes to proceed (City is currently analyzing other waste disposal options)

Implementation Milestones with Additional Funding

- ❑ Depends on which alternative is chosen

Element: Complete Design of Transfer Station

Staff Lead: Steven MacDonald

Related to Goal Area:

Meeting New Environmental Regulation Challenges



Strategic Objective: Complete Construction Plans and specifications for construction of a new Transfer Station for Municipal Solid Waste (MSW), recyclables, and traditional transfer station Materials.

Implementation Milestones with Existing Resources

- ✓ Complete preliminary engineering for review by the City Council
- ✓ Explore regional possibilities with SMART Committee
- ✓ Develop construction cost estimates for selected alternatives
- ✓ Schedule presentations for Council work sessions
- ❑ Secure Council approval and financing
- ❑ Review marketing of recycling products/establish plan

Implementation Milestones with Additional Funding

- ❑ Review State grant program/SRF funding
- ❑ Construction of approved Transfer Station Design
- ❑ Purchase of transportation equipment

City of Saco, Maine Legislative Department Narrative, Continued

Element: Increase Recycling in the Community

Staff Lead: Sarah Wojcoski, Brian Cataldo

Related to Goal Area:

Meeting New Environmental Regulation Challenges



Strategic Objective: Increase the recycling program by expanding the current recycling program to include industries, selected commercial and commercial residential locations. Institute an educational and community outreach program in the school system and community.

Implementation Milestones with Existing Resources

- ✓ Develop training curriculum
- ✓ Design training materials
- ✓ Meet with school officials to schedule training cycles
- ❑ Work with Saco Spirit to target city wide interest
- ✓ Schedule meetings with industries and commercial accounts
- ❑ Formulate annual site visits to industrial/commercial accounts
- ❑ Schedule semi-annual tours of recycling center and transfer station
- ✓ Produced (2) hazardous waste & recycling educational training videos
- ✓ Utilize public access television air time for continuous training
- ✓ Produce information packets for mailings to public on recycling
- ✓ Purchase recycling promotional gifts for class room education training

Implementation Milestones with Additional Funding

- ❑ Promote poster contests with school systems
- ❑ Produce Information packets for mailings to public on recycling

Element: Upgrading of school technology

Staff Lead: Bill Leary/David Saltmarsh

Related to Goal Area:

Technological Innovation and Implementation



Strategic Objective: To consider whether capital assistance is needed in order to upgrade school technology.

Implementation Milestones with Existing Funding

- ❑ Inventory all existing technology within the school department
- ❑ Put together capital technology plan for the entire school department
- ❑ Include within the City's Capital Improvement Plan
- ❑ Take to City Council to justify need for upgrading if results so dictate

Implementation Milestones with Additional Funding

Not known at this time. Will be able to determine once plan is finalized.

City of Saco, Maine Legislative Department Narrative, Continued

Element: Develop Better communication with school employees and officials

Staff Leads: Rick Michaud

Related to Goal Area:

Human Resource Investment



Strategic Objective: Develop better communication with school department employees and the Board of Education.

Implementation Milestones with Existing Resources

- ✓ Liaison assigned by City Council to Board of Education and by Board of Education to City Council. Liaison to attend all budget discussions.
- ✓ In addition to budget workshops and meeting, the City Council and Board of Education will meet in the first and second quarters of the fiscal year to discuss common issues.
- ✓ City Administrator will meet monthly with Superintendent of Schools to discuss related issues.
- ✓ Parks and Recreation Director will meet quarterly with Adult Education Director, Athletic Director, Facilities Director and principals to coordinate schedules and discuss related issues.
- ❑ Public Works Director will meet quarterly with Facilities Director to discuss related issues and schedules.
- ❑ City Council and Board of Education will explore formation of a joint committee to discuss: better communication with school department and school board. Investigate the restructuring of the school department, particularly its business and facilities functions, as well as the consolidation of two elementary schools. Consider whether capital assistance is needed for upgrading school department technology.
 - ✓ School Capital Improvement Committee
 - ✓ Improved Communication with School/Board of Education: Voters amended the Charter as follows: the Mayor will serve on the Board of Education and the Board of Education will be elected by Ward
- ❑ Joint school and city projects:
 - ✓ Safety committee
 - Technology committee
 - ✓ MUNIS
- ◆ Energy conservation program

A number of meetings with the Council and the Board of Education (BOA) since 03/01/2004; two social gatherings. Results of referendum question for the Mayor to be chair of BOE; School liaison officer Ed; CIP has continued to meet Art & Jesse; TA contract negotiations; chair & superintendent attend tri-community meetings; amended facilities agreement

Implementation Milestones with Additional Funding

- ❑ None known at this time.

Element: Update Employee Safety Manual

Staff Lead: Mark Lorello, John Hart

Related to Goal Area:

Human Resource Investment



Strategic Objective: Review, update, and implement revised employee Safety Manual.

Implementation Milestones with Existing Resources

- ✓ Review existing plan
- ✓ Check for compliance with applicable federal, state, and local regulations
- ✓ Review changes with the City Safety Committee
- ✓ Finalize Plan and distribute revisions to employees
- ✓ Implement plan and assign responsibilities

Implementation Milestones with Additional Funding

- ✓ November 2003 initial review process started
- ✓ Tentative completion date of draft February 2004
- ✓ Review changes with Safety Committee March 2004
- ✓ Finalize plan and distribute to employees April 2004
- ✓ Implement plan and assign responsibilities for keeping the manual current (Note: June 30, 2004—Safety Manual printed)

City of Saco, Maine Legislative Department Narrative, Continued

Element: Front Street Parking and improved access
Staff Lead: Sue Spath

Related to Goal Area:
Leisure Services Investment



Strategic Objective: Investigate the need and potential funding for improved parking at the Front Street boat launch and improved access to the upper Saco River.

Implementation Milestones with Existing Resources

- ☐ Review Front Street parking and access currently being provided
- ☐ Formulate plan to increase access for citizens of Saco
- ✓ Determined not to be feasible.

Implementation Milestones with Additional Funding

- ☐ Acquire necessary easements and permits to expand parking for access to the Saco River
- ☐ Ascertain costs associated with expansion and create budget and time line for project
- ☐ Solicit City Council approval on costs and timeline
- ☐ Initiate project work phase

Element: Landfill Recreation Reuse
Staff Lead: Sue Spath

Related to Goal Area:
Leisure Services Investment



Strategic Objective: Implement the *Conceptual Plan for Reuse of the Saco Landfill Site*, developed by Woodard & Curran, dated September 2003.

Implementation Milestones with Existing Resources

- ✓ Complete proposal for the Development of the Conceptual Plan for Reuse of Saco Landfill Site and submit to Council
- ✓ Secure Conceptual Plan and budget for Recreation Reuse of Landfill Site from Woodard & Curran
- ✓ Ascertain Council approval on Conceptual Plan
- ✓ Complete Surveys
- ✓ Survey for Capped Area
 - ✓ Dubois Site (capped area)
 - ✓ Landfill Site

Implementation Milestones with Additional Funding

- ☐ Develop schedule for Phasing of the Landfill Conceptual Reuse Plan accepted by the City Council (Phases to be named per concentration of work to be preformed)
- ☐ Completion of Phase 1 to be completed with Saco DPW assistance prior to starting subsequent phases
- ☐ Acquire appropriate approvals from DEP and EPA
- ✓ Develop construction plans
- ✓ Appropriate and allocate funding
- ☐ Develop multimedia presentation to procure private assistance/ and grant funding

City of Saco, Maine Legislative Department Narrative, Continued

Element: Plan for the Parks
Staff Lead: Sue Spath

Related to Goal Area:
Leisure Services Investment



Strategic Objective: Review and modify "[A PLAN FOR THE PARKS, February 2001](#)"

Implementation Milestones with Existing Resources

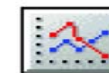
- ☐ Use current "[A PLAN FOR THE PARKS](#)" to evaluate progress for meeting Leisure Service needs in facilities (**50% done**)
- ☐ Implement needed capital improvements as funding becomes available

Implementation Milestones with Additional Funding

- ☐ Prepare for mid point of the 10 year plan review and revision
- ☐ Establish departmental priorities based on plan and community opinion survey
- ☐ Initiate public information program regarding Departmental strategies for Parks and Facilities improvements

Element: Construct Mill Brook Business Park
Staff Lead: Peter Morelli

Related to Goal Area:
Meeting the Financial Needs for City Services



Strategic Objective: Construct Mill Brook Business Park

Implementation Milestones with Existing Resources

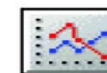
- ✓ Complete permitting February
- ✓ Bid for summer construction
- ✓ Complete construction in fall 2005/Spring 2006
- ✓ Approximately \$1 million from Economic Development Fund
- ✓ \$800,000 from federal government (EDA)

Implementation Milestones with Additional Funding

None

Element: Plan for potential result of 2004 tax cap vote
Staff Lead: Dan Sanborn

Related to Goal Area:
Meeting the Financial Needs for City Services



Strategic Objective: To develop a plan for a 2004 potential tax cap vote by the State of Maine.

Implementation Milestones with Existing Resources

- ✓ Review existing proposed legislation and its impacts for the City of Saco
- ✓ Prepare financial plan in case the legislation passes

Question 1 "*Do you want to limit property taxes to 1% of the assessed value of the property?*" was defeated in Saco by a vote of 6,180 to 3,530, and defeated on a statewide count as well.

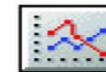
Implementation Milestones with Additional Funding

- ☐ Not applicable in this instance.

City of Saco, Maine Legislative Department Narrative, Continued

Element: Restructuring of School and City Financial and Facilities Mgmt Functions
Staff Lead: Lisa Parker, Finance Director

Related to Goal Area:
Meeting the Financial Needs for City Services



Strategic Objective: Investigate the restructuring of the school and city finance departments and facilities management departments.

Implementation Milestones with Existing Funding

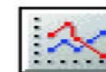
- ✓ City Finance Director to generate report, reviewing pros & cons to such a restructuring – (38 page report completed on the subject.)
- ✓ City and school staff to meet to go over potential consolidations or duplications of effort in the finance and facilities management departments. Discuss to be had between both parties as to efficiencies/savings and feasibility of combining functions within both departments. (Meeting was held and they were supposed to prepare their own report which was not presented to City management.)
- ✓ City and school staff to formulate a time line and plan for this process. (The time line was put together for the consolidation of one small piece of the report – payroll which is now being done successfully)
- ✓ Savings and efficiencies to be quantified and reported back to the City Council and Board of Education. (This was done through the budget process with the elimination of the payroll position on the city side of the budget)
- ✓ Currently, the information technology departments are consolidating under one roof, within the annex, to be able to share resources between the City and School.
- There are still areas of the plan that should be reconsidered, as there could be some realized efficiencies through doing so.

Implementation Milestones with Additional Funding

No additional funding necessary, there could potentially be a savings to the city and school department by this sort of restructuring.

Element: Local Option taxes and other Service Center coalition initiatives
Staff Lead: Rick Michaud

Related to Goal Area:
Meeting the Financial Needs for City Services



Strategic Objective: To continue efforts in Augusta for local option sales tax authorization and other Service Center coalition initiatives.

Implementation Milestones with Existing Resources

- ✓ Review current efforts in Augusta for local option taxes
- ❑ Perform analysis as to financial impact to Saco
- ✓ Seek support of local representatives
- ✓ Be part of coalition in support of this endeavor
- ❑ See through passing of new legislation

City Administrator continues to sit on the Service Center Coalition Executive Board

Implementation Milestones with Additional Funding

- ❑ No additional funding necessary, there could potentially be a savings to the city and school department by this sort of restructuring.

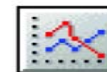
City of Saco, Maine Legislative Department Narrative, Continued

Element: Maintain a Stable Tax Rate

Staff Lead: Rick Michaud, All Departments

Related to Goal Area:

Meeting the Financial Needs for City Services



Strategic Objective: The tax rate for the City should be approximately equal to the rate of inflation.

Implementation Milestones with Existing Resources

- ✓ Add residential and commercial property values, historically \$20 to \$30 million a year.
- ✓ Bring the Mill Brook Industrial Park on line and have business development within the park.
- ❑ Secure a capital-intensive user for Mill Building 4.
- ✓ Sell any surplus property as generating revenue. (Sold – Map 2, Lot 1 (Off Ferry Rd); Map 101, Lot 122 (Boothby Park); Map 101, Lot 121 (Boothby Park); Map 101, Lot 109 (Boothby Park); Map 101, Lot 88 (Boothby Park); Map 53, Lot 101 (20 Stacy St.))
- ✓ Increase fees to meet revenue needs
 - ✓ Fees Increased: Parks & Recreation Programs; Building Inspection; WWTP; City Clerk; Finance, Police Department; and Assessing
 - ✓ Annually recognize total growth and value of the City. Bring the City to 85% of value for April 1, 2004, and to 95% of value for April 1, 2005.

Implementation Milestones with Additional Funding

- ❑ None known at this time.

Element: Development of a Traffic Safety Program

Staff Lead: Brad Paul

Related to Goal Area:

Public Safety



Strategic Objective: To develop a Traffic Safety Program to identify neighborhood traffic problems and safety issues and ways to improve safety by lowering vehicle speeds and adherence to traffic laws.

Implementation Milestones with Existing Resources

- ✓ Designate traffic team and select supervisor
- ✓ Initiate training for supervisor and team members
- ✓ Purchase Automated Traffic Recorder to compile necessary data
- ✓ Develop strategies and design policy to guide program
- ✓ Implement STEP – selective traffic enforcement program, in neighborhoods
- ✓ analyze data and assess/adapt program
- ✓ Test and retest results to determine level of success

PACTS studies underway and completed in 2005

Implementation Milestones with Additional Funding

- ❑ Incidental and continuing minor costs associated with the printing of educational material—flyers, etc—designed to educate the public.

City of Saco, Maine Legislative Department Narrative, Continued

Element: Cameras for signal light enforcement
Staff Lead: Chief Bradley Paul

Related to Goal Area:
Public Safety



Strategic Objective: To evaluate the use of cameras for signal light enforcement.

Implementation Milestones with Existing Resources

- ✓ Review the need for the use of cameras for signal light enforcement
- ❑ Review the abuses of signal lights
- ✓ Evaluate the cost benefit from the purchase of these types of cameras (\$60 per intersection)

Implementation Milestones with Additional Funding

- ❑ May be able to reduce the abuse of signal lights by purchasing these cameras.

Element: Police Department Pump Station Construction
Staff Lead: Brad Paul/Howard Carter

Related to Goal Area:
Public Safety & Infrastructure and Capital Improvement



Strategic Objective: Design and construct a waste water pump station for the Police Facility

Implementation Milestones with Existing Resources

- ✓ Design complete
- ✓ Update cost estimates with City engineers
- ✓ Present to Council for FY 05 funding
- ✓ Finished November 2004

Implementation Milestones with Additional Funding

- ✓ Bid project out
- ✓ Award bids and begin construction

City of Saco, Maine Legislative Department Narrative, Continued

Element: Minimize the Erosion at Camp Ellis
Staff Lead: Rick Michaud, City Administrator

Related to Goal Area:
Public Safety



Strategic Objective: The Army Corp of Engineers has several models of erosion and several options to be evaluated in order to find the best alternative to the problem at Camp Ellis. The legality of the models will need to be evaluated under the Natural Resources Protection Act. One option to be considered requires changing the current law.

Implementation Milestones with Existing Resources

- ✓ The Senate approved authorizing the funding of this project, and the House authorized funding up to a cap of \$10 million.
- ❑ If the best alternative to this problem at Camp Ellis is the “illegal” one, the Legislature will need to be approached to amend the Natural Resources Protection Act.
- ✓ Woods Hole Group has determined the best feasible solution to the erosion.
- ❑ Projected start date of construction is the summer of 2006.
- ❑ Hills Beach Association in Biddeford is interested in obtaining sand from the dredging of Camp Ellis.
- ❑ A board consisting of Saco/Biddeford representatives should be created to work on an inter-local agreement setting out terms for the transfer of sand - 2006.
- ❑ Councils for both Saco and Biddeford will meet to discuss/approve inter-local agreement – 2006.

Army Corps has completed modeling and identified best alternative; waiting for Congress to authorize and appropriate funds to construct the mitigation measures

Implementation Milestones with Additional Funding

- ❑ Not determined at this time.
- ❑ The funding (\$20 million) needs to be secured with a target date of 10/2005, and all necessary permits are to be acquired.

Per the City of Saco, Maine Charter - ARTICLE II, Mayor and the City Council

Section 2.01. Composition of Municipal Offices and Compensation.

There shall be a Mayor and a City Council consisting of seven members, one from each ward. The Mayor and members of the City Council shall constitute the municipal officers of the City for all purposes required by statute and perform all duties required of municipal officers under the laws of the State. The Mayor and City Council shall receive an annual salary, payable quarterly. The Mayor shall receive a salary of three thousand, six hundred (\$3,600.00) dollars and the City Councilors shall each receive a salary of one thousand two hundred (\$1,200.00) dollars. The Council may by ordinance change the annual salary of the Mayor and/or the City Councilors, but no ordinance changing such salary shall become effective until approved by the voters of Saco in a referendum question in the next regularly scheduled municipal election, either primary or general. The Mayor and Councilors shall receive their actual and necessary expenses incurred in the performance of their duties of office. [Amended 11-6-2001]

City of Saco, Maine

Legislative Department Narrative, Continued

Section 2.02. General Powers and Duties.

All powers of the City shall be vested in the Mayor and the City Council, except as otherwise specifically provided by this Charter.

Section 2.03. Eligibility.

- a. Mayor. The Mayor shall be a resident and qualified voter of the City of Saco, and shall remain so during his term of office otherwise the office shall be declared vacant.
- b. Councilor. The Councilors shall be residents and qualified voters of the ward from which they are elected and shall remain so during their term of office, otherwise the office shall be declared vacant.

Section 2.04. Limitations; Mayor and City Council.

- a. Holding Other Office. A person who holds an appointive office in the City government or is an employee of the City shall be eligible to be a candidate for an elective office in the City government, but shall not take elective office unless he resigns from the appointive offices or City employment prior to the start of the term of office for which he was elected, except as otherwise provided by law. However, a person holding a City elective office shall be eligible, during his term of office, to become a candidate for the same or another City elective office. In the event such person is elected to the second City office, a vacancy shall exist in the first City office when such person qualifies for the second City office. No person shall be a candidate for more than one City elective office in the same municipal election. No person shall concurrently hold more than one City elective office. No former Mayor or Councilor shall hold any compensated appointive City office or City employment until one year after the expiration of the term for which he was elected.
- b. Appointments and Removals. The Mayor, the City Council or any of its members shall not in any manner direct the appointment or removal of any City administrative officer or employee whom the City Administrator or any of his subordinates are empowered to appoint, but the Mayor and the Councilors may express their views and freely discuss with the City Administrator anything pertaining to appointment and removal of such officers and employees.
- c. Interference With Administration. Except for the purpose of inquiries, the Mayor, the City Council or any of its members shall deal with City officers and employees who are subject to the direction and supervision of the City Administrator solely through the City Administrator. The Mayor, the City Council or any of its members shall not give orders to any such officers or employees either publicly or privately.

Section 2.05. Election and Term.

- a. Election. The Mayor shall be elected by the voters of the entire City, and the City Councilors shall be elected by the voters or their respective wards.
- b. Term. The Mayor and the City Councilors shall be elected for two (2) year terms commencing on the first Monday of December. The Mayor and City Councilors shall continue to hold office until the expiration of their terms and until their successors are elected and qualified.
- c. Deputy Mayor. The City Council shall elect from its membership a Deputy Mayor who shall exercise all powers of the Mayor during temporary absence or disability of the Mayor. In the event of a vacancy in the office of Mayor, the Deputy Mayor shall assume the office of Mayor with all the duties and obligations of that office in accordance with the provisions of Section 2.06(c)(1).

City of Saco, Maine

Legislative Department Narrative, Continued

Section 2.06. Vacancies, Forfeiture of Office, Filling of Vacancies.

- a. Vacancies. The office of Mayor or a City Councilor shall become vacant upon death, resignation, removal from office in the manner authorized by law, or forfeiture of office.
- b. Forfeiture of Office. The Mayor or a City Councilor shall forfeit his office if he:
 1. Lacks at any time during his term of office any qualification for the office prescribed by this Charter or by law.
 2. Violates any express prohibition of this Charter.
 3. Is convicted of a crime or offense involving moral turpitude.
 4. Fails to attend three consecutive regular meetings of the City Council without being excused by the City Council.
- c. Filling of Vacancies.
 1. A vacancy in the office of Mayor, occurring less than twelve (12) months prior to the next regular municipal election, shall be filled by the Deputy Mayor, as provided in Section 2.05(c). In case of a vacancy in the office of Mayor created more than twelve (12) months prior to the next regular municipal election, the vacancy shall be filled for the unexpired term by a special election to be held within sixty (60) days from the day the vacancy is created. The vacancy created in the City Council by the elevation of the Deputy Mayor shall be filled in accordance with the provisions of Section 2.06(c)(2).
 2. In the case of a vacancy created in the City Council less than twelve (12) months prior to the next regular municipal election, the remaining members of the City Council may appoint an eligible person to fill the unexpired term within thirty (30) days after the vacancy occurs. If the City Council fails to make such appointment within thirty (30) days, the Mayor shall appoint an eligible person to fill the unexpired term within ten (10) days thereafter. In case of a vacancy created more than twelve (12) months prior to the next regular election, the vacancy shall be filled for the unexpired term by a special election to be held within sixty (60) days from the day the vacancy is created. If at any time more than three vacancies in the office of City Councilor exist, a special primary and special election shall be held to fill such vacancies within sixty (60) days from the day the fourth vacancy is created.
 3. Elections to fill vacancies shall be called and held, and nominations made as in other elections. See Article VII on Elections.

Section 2.07. Powers and Duties of the Mayor.

- a. The Mayor shall be the Chief Executive Officer of the City and shall be recognized as the head of the City government.
- b. The Mayor shall preside at all meetings of the City Council and shall vote only in case of a tie.
- c. The Mayor shall have the power to veto any appropriations order, or any severable portion of any appropriation order without effecting the validity of the remainder of the order.

If the Mayor vetoes any such measure, such measure, with his written objections, shall be returned at the next regular meeting of the City Council, and the City Council shall proceed to reconsider the same. If, upon reconsideration, it shall be passed by a vote of not less than five (5) members of the City Council, it shall have the same validity as if signed by the Mayor.

City of Saco, Maine
Legislative Department Narrative, Continued

- d. The Mayor shall appoint and the City Council confirm all members of municipal boards and commissions of the City of Saco. If an appointment has not been made and confirmed within thirty (30) days from the date of the vacancy, the City Council shall then proceed to fill the vacancy. The Mayor may serve as a non-voting member of all municipal boards and commissions, except where prohibited by law.
- e. The Mayor shall have no administrative duties except those expressly granted by this Charter.
- f. The Mayor shall, by frequent conferences with the City Administrator, keep himself and the City Council informed as to the progress on all City Council directives, the general financial standing of the City, the current status of all negotiations, Administrative proposals for future City plans, and recommendations for City Council action. He will request any information and supporting documents he feels are necessary for himself and the City Council, in order to make reasoned and informed decisions on matters coming before the City Council or its member Committees.
- g. The Mayor shall exercise such other powers and perform such other duties as may be prescribed by this Charter, by ordinance, or by applicable State law.

Section 2.08. Procedure.

- a. Meetings. The City Council shall meet regularly at least once in every month at such times and places as the City Council may prescribe by rule. Special meetings shall be held on the call of the Mayor or of four City Councilors upon not less than twenty-four (24) hours notice to each City Councilor to be given in hand or left at the usual dwelling place of each City Councilor. Only those matters set forth in the call for the special meeting may be acted upon at the special meeting. All meetings shall be public.
- b. Rules and Journal. The City Council shall determine its own rules and order of business at the first meeting of each newly elected City Council. The City Council shall provide for the keeping of a journal of its proceedings. This journal shall be a public record and shall be kept in the office of the City Clerk.
- c. Voting. Voting, except on procedural motions, shall be by open roll call, and the Ayes and Nays shall be recorded in the journal. Four members of the City Council shall constitute a quorum, but a smaller number may adjourn from time to time. No action of the City Council except for adjournment, shall be binding or valid unless adopted by the affirmative vote of four (4) or more members of the City Council. No ordinance and no appropriation order or resolve, other than an emergency action, shall be passed until it has been read on two separate days at least seven (7) days apart.
- d. Action. The City Council shall act only by ordinance, order or resolve. All ordinances, orders, and resolves, except those pertaining to appropriations, shall be confined to one subject which shall be clearly expressed in the title.
- e. Published Agenda. An agenda shall be prepared for each regular meeting of the City Council. The agenda shall close forty-eight (48) hours before such meeting and shall be made public. No item may be brought before the City Council which does not appear on the agenda, except emergency items authorized by Section 2.10 and Section 6.09(b). Each item on the agenda shall clearly describe the subject to which it relates.

City of Saco, Maine

Legislative Department Narrative, Continued

Section 2.09. Ordinances in General.

- a. Form. Every proposed ordinance shall be introduced in writing and in the form proposed for final adoption. No ordinance shall contain more than one (1) subject, which shall be clearly stated in its title. The enacting clause shall be "The City of Saco hereby ordains....."
- b. Procedure. A proposed ordinance shall be placed on the agenda by the Mayor or any City Councilor at any regular or special meeting of the City Council. Upon introduction of any ordinance, the City Clerk shall distribute a copy to the Mayor, to each City Councilor and to the City Administrator. The Clerk shall file a reasonable number of copies in the office of the City Clerk and such other public places as the City Council may designate, and shall publish the ordinance, together with a notice setting out the time and place for a public hearings thereon, and for its consideration by the City Council. The public hearing shall follow the publication by at least seven (7) days, and may be held separately or in connection with a regular or special City Council meeting. All persons interested shall have a reasonable opportunity to be heard. After the hearing, the City Council shall hold a second reading, no less than seven (7) days and no more than thirty (30) days, following the date of the public hearing, at which time the City Council may adopt the ordinance, with or without amendment, or reject it. As soon as practicable after the adoption of any ordinance, the Clerk shall have it published again, together with a notice of its adoption.
- c. Effective Date. Except as otherwise provided in this Charter, every adopted ordinance shall become effective at the expiration of thirty (30) days after adoption or any later date specified therein.
- d. "Publish" Defined. As used in this Section, the term "Publish" means to print at least once in one or more newspapers of general circulation in the City:
 1. The date, time and place of the public hearing;
 2. The ordinance or a brief summary thereof if the text, exclusive of title headings, contains more than one thousand words; and
 3. The place where copies of it have been filed and the time when they are available for public inspection.

Section 2.10. Emergency Ordinances.

To meet a public emergency, affecting life, health, property or the public peace, the City Council may adopt one or more emergency ordinances, but such ordinances may not levy taxes, grant, renew or extend a franchise, or authorize the borrowing of money except as provided in Section 6.09 (b). An emergency ordinance shall be introduced in the form and manner prescribed for ordinances generally, except that it shall be plainly designated as an emergency ordinance and shall contain, after the enacting clause, a declaration stating that the emergency exists and describing it in clear and specific terms. An emergency ordinance may be adopted with or without amendment, or rejected, at the meeting at which it is introduced. After its adoption, the ordinance shall be published and printed as prescribed for other ordinances. An emergency ordinance, except one made pursuant to Section 6.09(b), shall automatically stand repealed as of the sixty-first (61) day following the date on which it is adopted, but this shall not prevent re-enactment of the ordinance in the manner specified in this Section, if the emergency still exists. An emergency ordinance may also be repealed by adoption of a repealing ordinance in the same manner specified in this Section for adoption of emergency ordinances.

Section 2.11. Authentication and Recording; Codification; Printing.

- a. Authentication and Recording. The City Clerk shall authenticate by his signature, and record in full, in a properly indexed book for the purpose, all ordinances, orders and resolves adopted by the City Council.
- b. Codification. Within every ten (10) year period, the City Council shall provide for the preparation of a general codification of all City ordinances having the force and effect of law. The general codification shall be adopted by the City Council by ordinance and shall be published promptly in bound or looseleaf form, together with this Charter and any amendments thereto, and such codes of technical regulations and other rules and regulations as the City Council may specify.

City of Saco, Maine Legislative Department Narrative, Continued

This compilation shall be known and cited officially as the Saco City Code. Copies of the Code shall be furnished to City officers, placed in libraries and public offices in the City of Saco for free public reference, and made available for purchase by the public at a reasonable price fixed by the City Council.

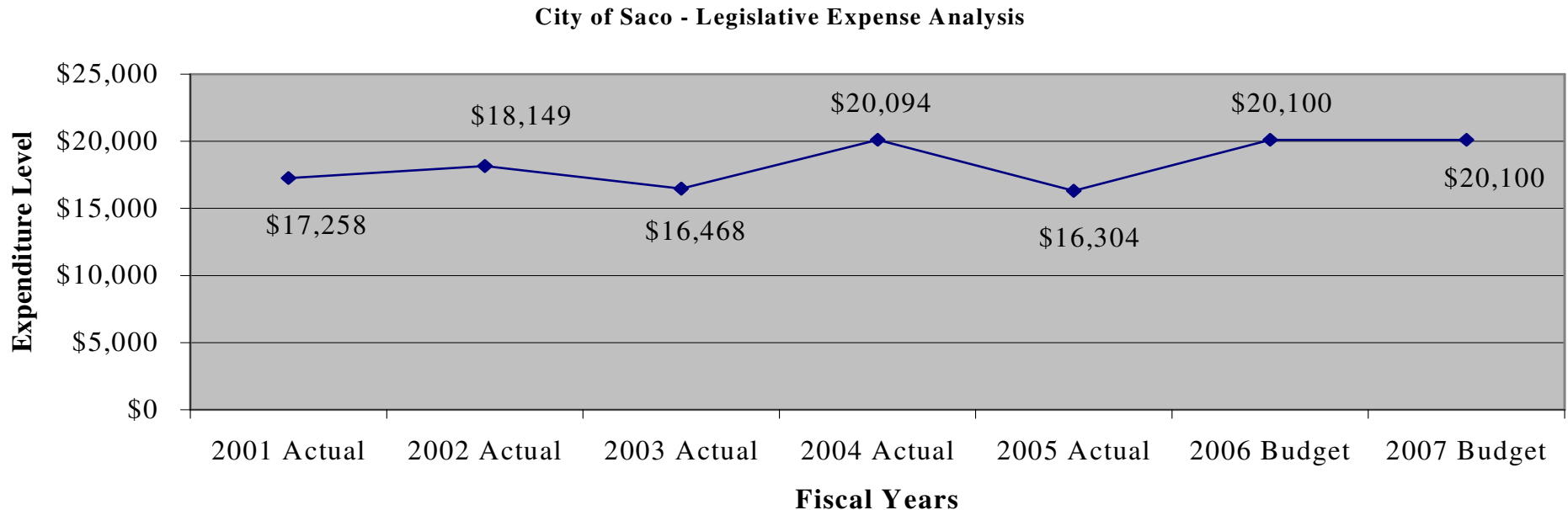
- c. Printing of Ordinances. The City Council shall cause each ordinance having the force and effect of law to be reproduced promptly following its adoption and the ordinances shall be distributed or sold to the public at a reasonable price to be fixed by the City Council. Following publication of the first Saco City Code and at all times thereafter, the ordinance shall be reduced in substantially the same style as the code currently in effect and shall be suitable in form for integration therein.

Expenditures:

The expenditures within this department are related to the following activity centers:

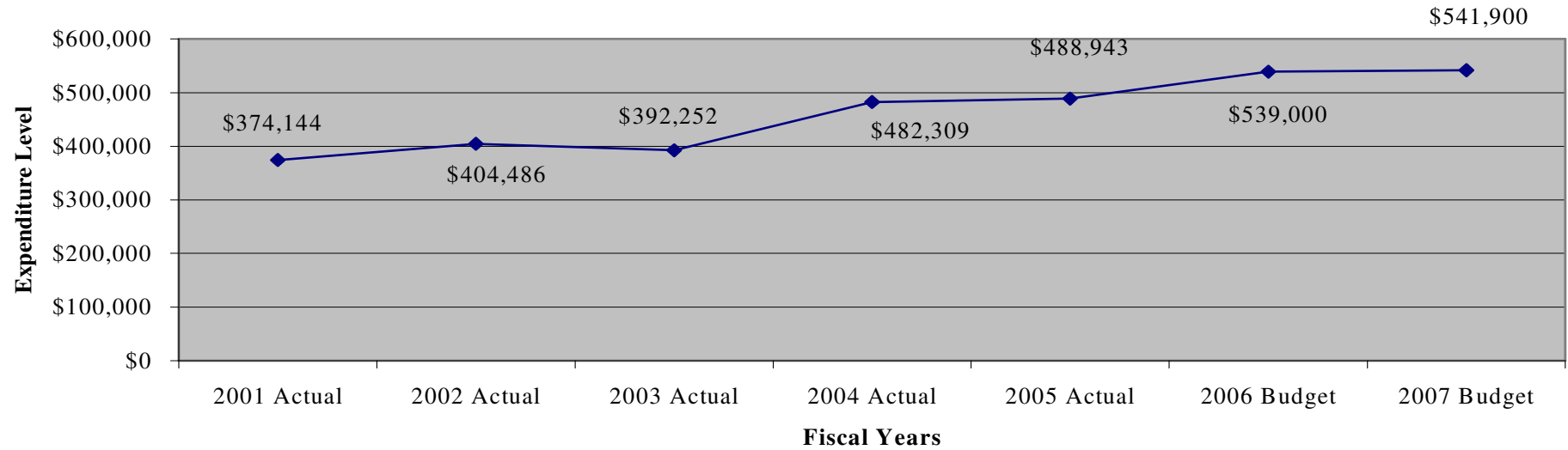
- ◆ Legislative
- ◆ Public Agencies
- ◆ Contingency
- ◆ York County Tax

The following graphs depict the expenditure level of these activity centers over the last 6 years.

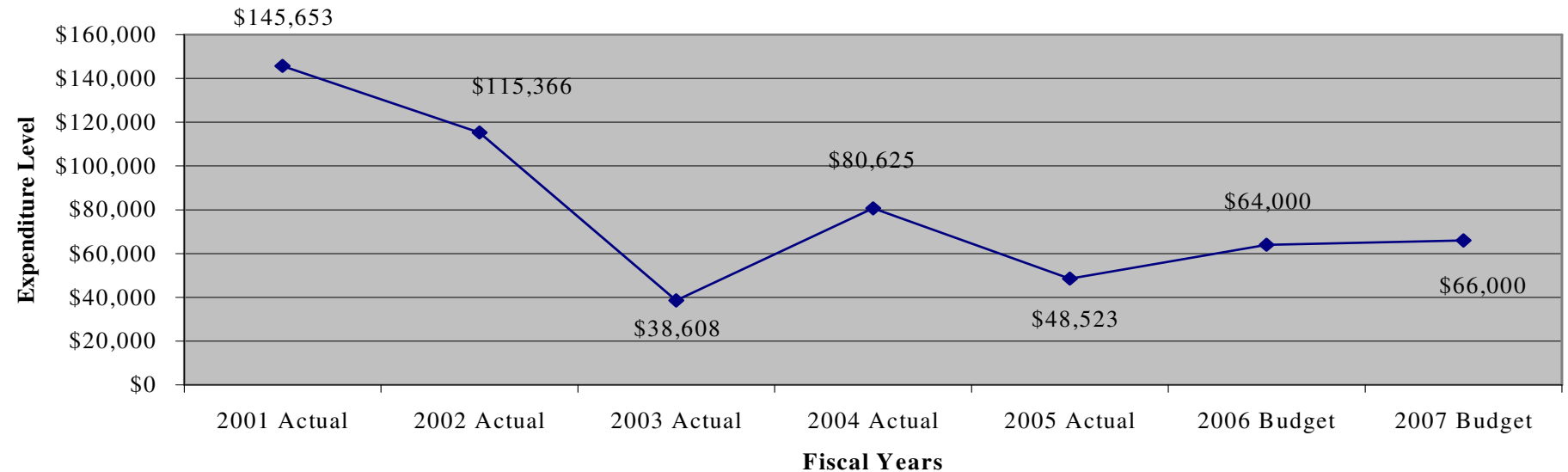


City of Saco, Maine Legislative Department Narrative, Continued

City of Saco - Public Agencies Expense Analysis

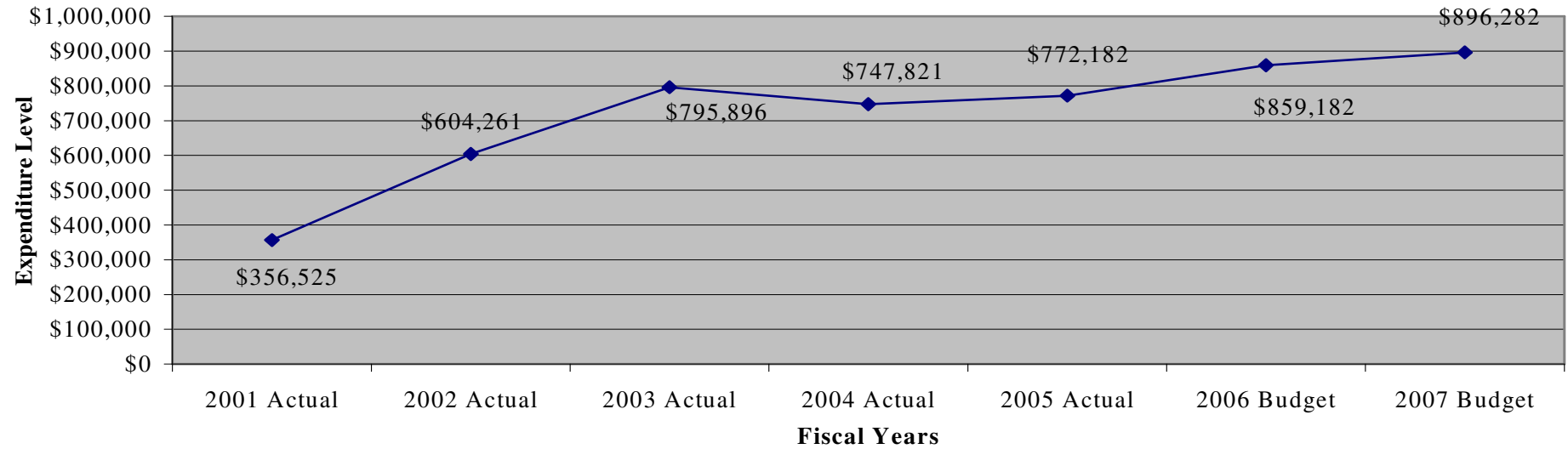


City of Saco - Contingency Expense Analysis

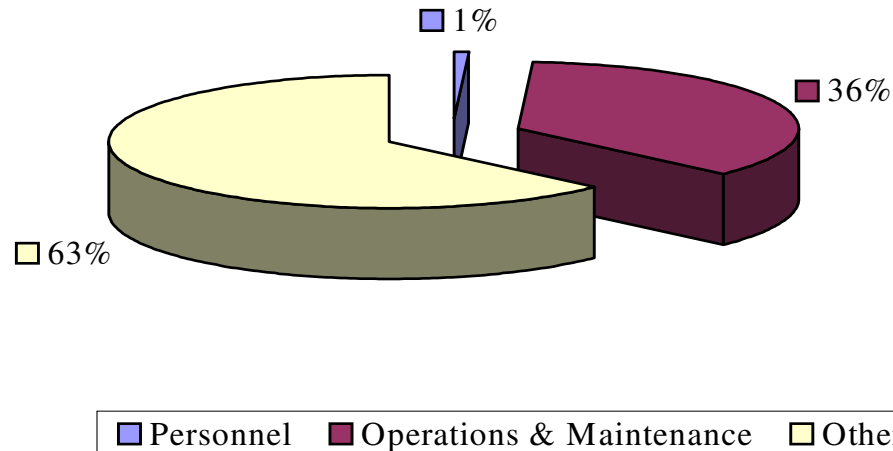


City of Saco, Maine **Legislative Department Narrative, Continued**

City of Saco - County Tax Expense Analysis



Legislative Department - 2007 Budget Analysis



City of Saco, Maine
Legislative Department Narrative, Continued

Legislative Department
Expenditure Analysis

	2001	2002	2003	2004	2005	2006	2007
	Actual	Actual	Actual	Actual	Actual	Budget	Budget
Personnel	\$ 10,400	\$ 11,200	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
Operations & Maintenance	\$ 381,002	\$ 411,435	\$ 396,720	\$ 490,403	\$ 493,247	\$ 547,100	\$ 550,000
Other	\$ 502,178	\$ 719,647	\$ 834,504	\$ 828,446	\$ 820,705	\$ 923,182	\$ 962,282

	2001	2002	2003	2004	2005	2006	2007
	Actual	Actual	Actual	Actual	Actual	Budget	Budget
<u>LEGISLATIVE</u>							
500117 ELECTED OFFICIALS	\$ 10,400	\$ 11,200	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
500301 OFFICE SUPPLIES	\$ 6	\$ 3	\$ 137	\$ 1,635	\$ 257	\$ 200	\$ 200
500322 TUITION/TRAINING	\$ 40	\$ 45	\$ 590	\$ 422	\$ -	\$ 200	\$ 200
500332 BOOKS & MANUALS	\$ -	\$ 94	\$ 245	\$ 20	\$ 127	\$ 200	\$ 200
500337 POSTAGE	\$ 70	\$ 71	\$ 120	\$ 72	\$ 83	\$ 200	\$ 200
500339 TRAVEL	\$ -	\$ -	\$ 9	\$ 6	\$ 28	\$ 300	\$ 300
500344 PRINTING	\$ 338	\$ 2,489	\$ 162	\$ 3,018	\$ 288	\$ 2,000	\$ 1,000
500350 FURNITURE & FIXTURES	\$ -	\$ -	\$ -	\$ 28	\$ -	\$ -	\$ -
500400 TRANSFERS/ MISCELLANEOUS	\$ 6,405	\$ 4,247	\$ 3,205	\$ 2,893	\$ 3,521	\$ 5,000	\$ 6,000
Subtotal Legislative:	\$ 17,258	\$ 18,149	\$ 16,468	\$ 20,094	\$ 16,304	\$ 20,100	\$ 20,100

City of Saco, Maine
Legislative Department Narrative, Continued

		2001	2002	2003	2004	2005	2006	2007
		Actual	Actual	Actual	Actual	Actual	Budget	Budget
<u>PUBLIC AGENCIES</u>								
500580	EASTERN TRAIL MEMBERSHIP	\$ -	\$ 2,500	\$ 2,500	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
500701	SACO TRUST FUND	\$ 150	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
500702	CONSERVATION COMMISSION	\$ 4,916	\$ 4,086	\$ 2,161	\$ 3,882	\$ 1,363	\$ 5,200	\$ 5,200
500703	DYER LIBRARY	\$ 250,000	\$ 270,000	\$ 270,000	\$ 320,000	\$ 355,000	\$ 370,000	\$ 370,000
500704	SACO PATHFINDERS	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600
500705	MAINE MUNICIPAL ASSOCIATION	\$ 12,442	\$ 12,743	\$ 13,301	\$ 13,717	\$ 14,060	\$ 14,000	\$ 14,000
500706	TRI-CITY TRANSIT DISTRICT	\$ 45,000	\$ 45,000	\$ 46,000	\$ 48,000	\$ 48,000	\$ 48,000	\$ 48,000
500707	SACO SPIRIT FOR BUSINESS	\$ -	\$ 31,000	\$ 25,000	\$ 25,085	\$ 25,000	\$ 25,000	\$ 25,000
500708	FEMA - CIVIL EMERGENCY	\$ 3,887	\$ 4,015	\$ 3,185	\$ 2,892	\$ 3,003	\$ 3,000	\$ 5,900
500709	BIDD SACO AREA ECON. DEV.	\$ 9,000	\$ 9,345	\$ 11,500	\$ 11,895	\$ 11,500	\$ 11,500	\$ 11,500
500710	ECONOMIC DEVELOPMENT COMM	\$ 6,999	\$ 11,533	\$ 4,187	\$ 4,965	\$ 8,665	\$ 9,000	\$ 9,000
500711	SACO RIVER CORRIDOR	\$ 4,000	\$ 4,500	\$ 4,500	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
500712	SACO COMMUNITIES ACTIVITIES	\$ 1,200	\$ 1,200	\$ 1,200	\$ -	\$ -	\$ 1,200	\$ 1,200
500713	COASTAL WATERS COMMISSION	\$ 236	\$ 950	\$ 1,075	\$ 1,075	\$ 44	\$ 1,000	\$ 1,000
500714	VETERANS COUNCIL	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
500715	PAROCHIAL SCHOOL ASSISTANCE	\$ 34,714	\$ 6,014	\$ 6,043	\$ 34,198	\$ 5,708	\$ 34,500	\$ 34,500
Subtotal Public Agencies:		\$ 374,144	\$ 404,486	\$ 392,252	\$ 392,252	\$ 488,943	\$ 539,000	\$ 541,900

City of Saco, Maine
Legislative Department Narrative, Continued

		2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
<u>CONTINGENCY</u>								
500400	TRANSFERS/MISC	\$ 117,948	\$ 66,845	\$ 6,355	\$ 2,296	\$ 16,094	\$ 25,000	\$ 25,000
500401	TAX ABATEMENTS	\$ 26,542	\$ 44,213	\$ 29,337	\$ 75,546	\$ 28,205	\$ 35,000	\$ 35,000
500403	RAPID RENEWAL MERCH. FEE	\$ 1,164	\$ 4,308	\$ 2,916	\$ 2,783	\$ 4,224	\$ 4,000	\$ 6,000
	Subtotal Contingency:	\$ 145,653	\$ 115,366	\$ 38,608	\$ 80,625	\$ 48,523	\$ 64,000	\$ 66,000
		2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
<u>COUNTY TAX</u>								
500800	COUNTY ASSESSMENT	\$ 356,525	\$ 604,281	\$ 795,896	\$ 747,821	\$ 772,182	\$ 859,182	\$ 896,282
	Subtotal County Tax:	\$ 356,525	\$ 604,281	\$ 795,896	\$ 747,821	\$ 772,182	\$ 859,182	\$ 896,282

City of Saco, Maine

City Administration Department Narrative

Fiscal Year 2007 Established Goals and Objectives

The goals and objectives of the City Administrator are also established through the City Council's endorsement of the city's completed Strategic Plan. The City Administration goals are to achieve the strategic goals set by the City Council within the Legislative Department. The City Administrator also assists each department in their objective setting process to assure that they align with one of the nine strategic goals established by the City Council. The goals of the City Council have been broken out into 9 Strategic Goal areas that can be found within the Strategic Planning Process of this document.

Fiscal Year 2006 Results of Goals and Objectives

The results of the 2006 goals established by the City Council can be found within the Legislative Department Narrative immediately preceding this department narrative. As noted above, the City Administration goals are to achieve the strategic goals set by the City Council within the Legislative Department.

Per the City of Saco, Maine Charter – Article III, City Administrator

Section 3.01. Appointment; Qualification; Compensation.

The Mayor and the City Council shall meet jointly to review all applications for the position of City Administrator. After consultation, the Mayor shall appoint and the City Council may confirm a City Administrator for a term of three (3) years, and the City Council shall fix his compensation. The City Administrator shall be appointed solely on the basis of his executive and administrative qualifications, with special reference to this actual experience in, or his knowledge of, accepted practice in respect to the duties of his office, as herein set forth. He need not be a resident of the City or the State at the time of his appointment. He may reside outside the City while in office only with the approval of the City Council.

Section 3.02. Reappointment, Termination, Removal for Cause.

- a. Reappointment and Termination. Six months prior to the end of the City Administrator's term, the Mayor and the City Council shall notify the City Administrator in writing that they will or will not reappoint him for another term. He shall reply in writing within ten (10) days of receipt of the City Council's letter of intent, whether or not he wishes to be reappointed.
- b. Removal for Cause. The City Council may remove the City Administrator from office in accordance with the following procedure:
 1. The City Council shall adopt by affirmative vote of the majority of all its members a preliminary resolution which must state the reason or reasons for removal, and may suspend the City Administrator from duty for a period not to exceed forty-five (45) days. A copy of the preliminary resolution shall be served on the City Administrator promptly.
 2. Within five (5) days after the copy of the preliminary resolution has been served on the City Administrator, he may file with the City Council a written request for a public hearing. This hearing shall be held at a City Council meeting not earlier than fifteen (15) days nor later than thirty (30) days after the request is filed. The City Administrator shall file with the City Council a written reply not later than five (5) days before the hearing.

City of Saco, Maine
City Administration Department Narrative, Continued

3. The City Council may adopt a final resolution of removal, which may be made effective immediately, by affirmative vote of a majority of all its members at any time after five (5) days from the date when a copy of the preliminary resolution was served on the City Administrator if he has not requested a public hearing, or any time after the public hearing, if he has requested one.

4. The City Administrator shall continue to receive his salary until the effective date of a final resolution of removal.

Section 3.03. Acting City Administrator.

During any vacancy in the office of City Administrator and during the temporary absence or disability of the City Administrator, as determined by vote of the Council, the Council may designate a properly qualified person to perform the duties of City Administrator and fix such person's compensation. While so acting, such person shall have the same powers and duties as those given to and imposed on the City administrator. This person shall not be the Mayor or City Councilor, or a former Mayor or City Councilor, unless he has been out of office for at least a year.

Section 3.04. Powers and Duties of the City Administrator.

The City Administrator shall be the chief administrative officer of the City. He shall be responsible to the Mayor and the City Council for administration of all City affairs placed in his charge by or under this Charter. He shall have the following powers and duties:

- a. He shall appoint, suspend or remove, subject to consultation with the Mayor and confirmation by the City Council, all department heads provided by or under this Charter, except as otherwise provided for by law or this Charter. All other employees shall be appointed by the City Administrator upon recommendation of the heads of their respective departments and their appointment, suspension or removal shall be as provided for by personnel rules adopted pursuant to this Charter. The City Administrator may authorize any department head who is subject to his direction and supervision to exercise these powers with respect to subordinates in that officer's department, office or agency.
- b. He shall direct and supervise the administration of all departments, offices and agencies of the City, except as otherwise provided by this Charter or by law.
- c. He shall attend all City Council meetings, unless excused by the City Council, and shall have the right to take part in discussion but may not vote.
- d. He shall see that all laws, provisions of this Charter and acts of the City Council, subject to enforcement by him or officers subject to his direction and supervision, are faithfully executed.
- e. He shall prepare and submit the annual budget and the capital program to the Mayor and the City Council.
- f. He shall submit to the Mayor and the City Council and make available to the public a complete report on the financial and administrative activities of the City as of the end of the fiscal year. The time for filing the Annual Report may be extended by the City Council, for good cause, for an additional period, not to exceed forty-five (45) days.
- d. He shall prepare and submit to the Mayor and the City Council such reports and shall perform such duties as they may require and shall make such recommendations to the Mayor and the City Council concerning the affairs of the City on a quarterly basis or more frequently if requested
- d. The City Administrator shall carry out policy as instructed, and refer political decision-making to the Mayor and the City Council.

City of Saco, Maine City Administration Department Narrative, Continued

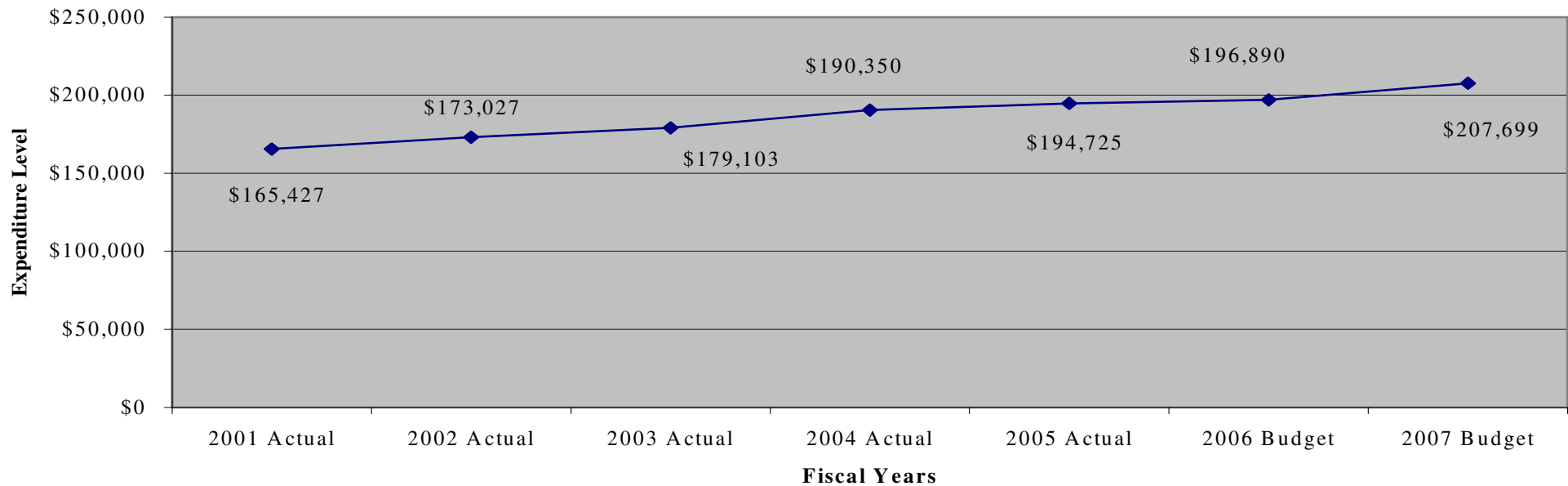
Expenditures:

The expenditures within this department are related to the following activity centers:

- ◆ City Administration
- ◆ Employee Benefits

The following graphs depict the expenditure level of these activity centers over the last 6 years.

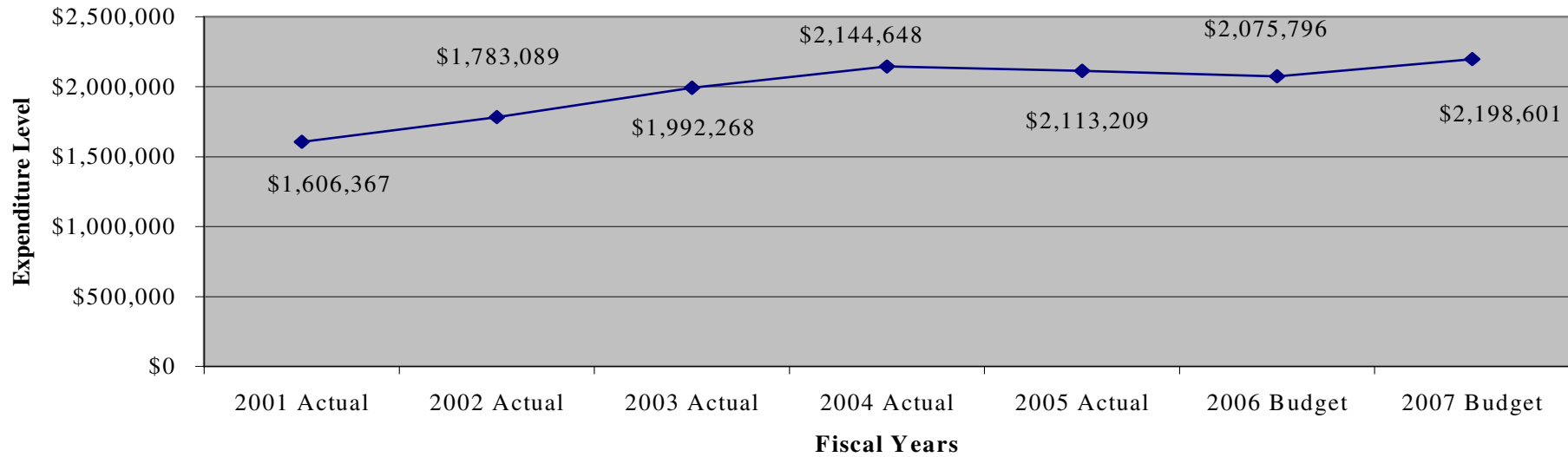
City of Saco- City Administration Expense Analysis



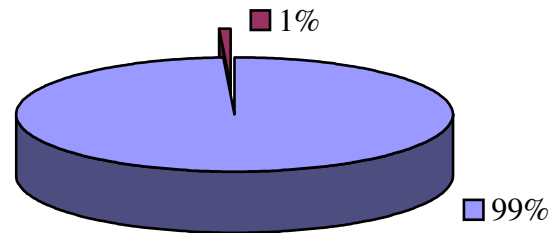
City of Saco, Maine

City Administration Department Narrative, Continued

City of Saco - Employee Benefits Expense Analysis



City Administration Department - 2007 Budget Analysis



■ Personnel
 ■ Operations & Maintenance

City of Saco, Maine
City Administration Department Narrative, Continued

City Administration Department
Expenditure Analysis

	2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
Personnel	\$ 1,740,300	\$ 1,926,893	\$ 2,146,307	\$2,313,563	\$2,284,997	\$2,254,886	\$2,390,060
Operations & Maintenance	\$ 31,493	\$ 29,223	\$ 25,064	\$ 21,435	\$ 22,937	\$ 17,800	\$ 16,240
	2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
<u>CITY ADMINISTRATION- PERSONNEL</u>							
500101 DEPARTMENT HEAD WAGES	\$ 67,028	\$ 74,937	\$ 80,534	\$ 85,981	\$ 87,802	\$ 93,000	\$ 99,133
500103 NON SUPERVISORY WAGES	\$ 37,615	\$ 38,725	\$ 41,726	\$ 45,065	\$ 46,968	\$ 47,673	\$ 51,332
500104 COURT OFFICERS/CLERICAL WAGES	\$ 29,290	\$ 30,142	\$ 31,779	\$ 37,869	\$ 37,018	\$ 38,417	\$ 40,994
Subtotal City Administration - Personnel	\$ 133,932	\$ 143,804	\$ 154,039	\$ 168,915	\$ 171,788	\$ 179,090	\$ 191,459
<u>CITY ADMINISTRATION - OPERATING</u>							
500301 OFFICE SUPPLIES	\$ 1,595	\$ 1,576	\$ 1,781	\$ 1,896	\$ 982	\$ 900	\$ 900
500304 COMPUTER SUPPLIES	\$ 171	\$ 284	\$ 55	\$ 1,115	\$ 60	\$ 400	\$ 400
500317 MINOR EQUIPMENT	\$ -	\$ -	\$ 125	\$ 3,916	\$ 160	\$ 300	\$ 300
500322 TUITION / TRAINING	\$ 1,565	\$ 2,737	\$ 3,492	\$ 1,276	\$ 3,049	\$ 4,000	\$ 4,000
500330 DUES & MEMBERSHIP	\$ 770	\$ 2,854	\$ 962	\$ 1,823	\$ 361	\$ 1,200	\$ 1,200
500332 BOOKS & MANUALS	\$ 523	\$ 361	\$ 168	\$ 147	\$ 437	\$ 300	\$ 740
500336 TELEPHONE	\$ 1,974	\$ 1,976	\$ 2,155	\$ 1,591	\$ 2,570	\$ 1,800	\$ 1,800
500337 POSTAGE	\$ 622	\$ 763	\$ 780	\$ 705	\$ 616	\$ 900	\$ 900
500338 COPIER	\$ 3,441	\$ 4,852	\$ 4,849	\$ 2,337	\$ 4,378	\$ -	\$ -

City of Saco, Maine
City Administration Department Narrative, Continued

	2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
500339TRAVEL	\$ 2,036	\$ 642	\$ 3,930	\$ 3,057	\$ 3,155	\$ 2,500	\$ 2,500
500341 ADVERTISING	\$ 17,715	\$ 10,047	\$ 5,185	\$ 1,295	\$ 5,863	\$ 4,000	\$ 2,000
500344PRINTING	\$ 258	\$ 1,075	\$ 812	\$ 552	\$ 405	\$ 500	\$ 500
500350FURNITURE & FIXTURES	\$ 54	\$ 705	\$ -	\$ 1,710	\$ 339	\$ 200	\$ 200
500400TRANSFERS/MISCELLANEOUS	\$ 78	\$ 125	\$ 474	\$ 15	\$ 162	\$ 500	\$ 500
500410REPAIRS/MAINTENANCE	\$ 596	\$ 1,226	\$ 292	\$ -	\$ 400	\$ 300	\$ 300
500428CONTRACTED SERVICES	\$ 97	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Subtotal City Administration- Operating	\$ 31,494	\$ 29,223	\$ 25,064	\$ 21,435	\$ 22,937	\$ 17,800	\$ 16,240
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Total City Administration	\$ 165,426	\$ 173,027	\$ 179,103	\$ 190,350	\$ 194,725	\$ 196,890	\$ 207,699
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	2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
<u>EMPLOYEE BENEFITS</u>							
500215DENTAL/OPTICAL	\$ 31,107	\$ 35,231	\$ 40,788	\$ 25,006	\$ 25,005	\$ 49,275	\$ 30,000
500283UNEMPLOYMENT COMPENSATION	\$ 11,976	\$ 3,538	\$ 1,439	\$ 6,393	\$ 10,295	\$ 5,060	\$ 12,000
500284CITY PENSION-RETIREES	\$ 4,110	\$ 3,210	\$ 3,210	\$ 3,210	\$ 1,210	\$ 3,210	\$ 3,210
500285WORKERS' COMPENSATION	\$ 105,497	\$ 134,598	\$ 159,317	\$ 252,914	\$ 140,804	\$ 165,000	\$ 163,627
500286DEFERRED COMPENSATION	\$ 176,175	\$ 186,524	\$ 169,333	\$ 98,060	\$ 145,631	\$ 131,583	\$ 127,006
500288HEALTH INSURANCE	\$ 847,518	\$ 962,987	\$ 1,098,700	\$ 1,147,523	\$ 1,257,499	\$ 1,150,255	\$ 1,265,281
500289FICA TAXES	\$ 384,851	\$ 409,362	\$ 454,290	\$ 574,996	\$ 448,496	\$ 504,622	\$ 509,328
500290DISABILITY INSURANCE	\$ 33,584	\$ 40,737	\$ 48,752	\$ 53,790	\$ 72,586	\$ 50,791	\$ 72,149
500394MEDICAL TESTING	\$ 3,683	\$ 4,091	\$ 15,315	\$ 8,588	\$ 4,111	\$ 10,000	\$ 10,000
500428CONTRACTED SERVICES	\$ 893	\$ 610	\$ (611)	\$ (475)	\$ -	\$ 1,000	\$ 1,000
500610EMPLOYEE SAFETY PROGRAM	\$ 6,972	\$ 2,201	\$ 1,735	\$ (25,357)	\$ 7,572	\$ 5,000	\$ 5,000
Subtotal Employee Benefits:	\$ 1,606,367	\$ 1,783,089	\$ 1,992,268	\$ 2,144,648	\$ 2,113,209	\$ 2,075,796	\$ 1,460,011

City of Saco, Maine

Finance Department Narrative

Fiscal Year 2007 Established Goals and Objectives

The goals and objectives of the Finance Department were validated through the City Council's endorsement of the city's completed Strategic Plan as well as the city's Performance Measurement Policy which ties performance pay to the achievement of goals and objectives. The three fiscal year 2007 strategic objectives for the Finance Department are found below. As the milestones listed for achievement are successfully completed, the boxes will be checked.

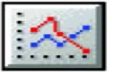
Element: Implementation of Purchasing Card Program throughout city and school

Staff Lead: Lisa Parker, Finance Director

Strategic Objective: To contract with a third party vendor to establish program of offering purchasing cards to all departments of the City including the School Department. This would allow city employees to make purchases with selected vendors for selected items without a purchase order. Department heads would receive payment activity via the web for approval before the third party processor paid the vendor. This will also minimize checks currently cut by the City's accounts payable department as there would be one check cut to the Purchasing card program vendor for all activity instead of the individual vendors where items were purchased. Depending on the volume, the City may also be entitled to monetary rebates.

Related to Goal Area:

Meeting the Financial Needs for City Services



Implementation Milestones with Existing Funding

- ☐ Make contact with JP Chase Morgan with interest in program
- ☐ Review program details for implementation within Saco
- ☐ Review and sign contract with JP Chase Morgan
- ☐ Train pilot department (Public Works) on process
- ☐ Train accounts payable on web process and integration with MUNIS software
- ☐ Establish allowable vendors to be used and allowable items to be purchased
- ☐ Receive and distribute cards to all public works employees
- ☐ Review program with Mike after three months to see if program is working successfully
- ☐ If successful – train all city/school employees and make cards available to all

Implementation Milestones with Additional Funding

None at this time.

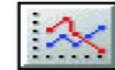
Element: Review credit card service provider over web

Staff Lead: Lisa Parker, Finance Director

Strategic Objective: To review current credit card service provider (Official Payments Corporation) for payments made over the web. Based on low volume of payments being made over the web, it would appear as though the fees being charged by OPC are a deterrent in this service being provided.

Related to Goal Area:

Meeting the Financial Needs for City Services



Implementation Milestones with Existing Funding

- ☐ Research other available companies that provide these types of services
- ☐ Review rates to be charged to determine if the City can provide the same service at lower rates
- ☐ If possible begin process of initiating contract with new provider
- ☐ Test interface with MUNIS program before going live with new provider
- ☐ Send adequate notice to Saco residents of provider change and new rates to increase awareness of this service offered
- ☐ Train Tax Collector and Deputy Collector on the payment import process as back up to Finance Director
- ☐ Go live with new provider

Implementation Milestones with Additional Funding

- ☐ None at this time..

City of Saco, Maine
Finance Department Narrative, Continued



Element: Utilization of bank “Lock Box” payment processing service

Related to Goal Area:

Staff Lead: Lisa Parker, Finance Director

Meeting the Financial Needs for City Services

Strategic Objective: To utilize the City’s banking service provider to process payments. Payments would be mailed to a lock box owned by the bank, who would then prepare a digital file of the payments received which would then be simply down loaded into the MUNIS system. This would save much customer service rep time that is currently deployed to enter payments received via the mail.

Implementation Milestones with Existing Funding

- ☐ Meet with bank to review details of establishing this service
- ☐ Do cost benefit analysis to assure that it is saving the City money and is more efficient
- ☐ Train tax collector and deputy collector on how to import payment files to be received by the bank
- ☐ Set up and test process with MUNIS before going live
- ☐ Change remit address on all FORMUNIS forms generated by the City so that payments are sent to the lock box
- ☐ Begin offering this service with next billing cycles
- ☐ After three months meet with all affected to review process

Implementation Milestones with Additional Funding

None at this time.

Fiscal Year 2006 Results of Goals and Objectives

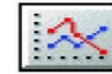
Element: Investment Return

Related to Goal Area:

Staff Lead: Lisa Parker, Finance Director

Meeting the Financial Needs for City Services

Strategic Objective: To improve the return on investments currently being received by the City.



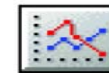
Implementation Milestones with Existing Funding

- ✓ Review the city’s current Investment Policy and compare to other communities and to those recommended by Financial Analysts.
- ✓ Prepare an update to the city’s existing investment policy for City Council adoption.
- ✓ Review all investment vehicles that the city currently has in its portfolio and compare to other options to assure that the highest possible rate of return is being captured.
- ✓ Make necessary investment shifts to gain higher rates of return, if applicable.
- ✓ Review investment income received at the end of the year to measure if it is higher than the previous year. Continue this process of monitoring every other year, assuming that returns are increasing. In any year that a return decreases, begin this process all over again.

Implementation Milestones with Additional Funding

No additional funding necessary in FY 2006 as the only outlay will be in Finance Director time.

City of Saco, Maine
Finance Department Narrative, Continued



Element: Procurement and Purchasing

Staff Lead: Lisa Parker, Finance Director

Strategic Objective: To review procurement policies and procedures to assure efficiencies in all areas.

Related to Goal Area:

Meeting the Financial Needs for City Services

Implementation Milestones with Existing Funding

- ✓ Review the city's current Procurement and Purchasing Policies to see if they are indicative of what is going on today in the city with advanced technologies and compare to other communities and to those recommended by Financial Analysts.
- ✓ Review the city's new digital purchasing system through MUNIS to assure that all efficiencies of the system are being capitalized on in the new proposed policies.
- ✓ Prepare an update to the city's existing procurement and purchasing policies for City Council adoption.
- ✓ Review all categorical type expenditures to assure that group purchasing discounts are not being overlooked or that savings cannot be realized through increased efficiencies. Look at things like insurance policies, professional services, office supplies and efficiency audits on fuel and electrical consumption.
- ✓ If necessary, put some of these services out to bid to assure that the City is getting the best possible pricing for these types of services.
- ✓ Review the results and compare to what the city is currently expended to maximize savings and to be able to calculate the true savings.
- ✓ Review actual processes being conducted by the Finance Staff in purchasing processes to assure that time is not being spent on needless tasks.
- ✓ Quantify time not needed to be spent to come up with additional savings being realized by the city.

Implementation Milestones with Additional Funding

- No additional funding necessary in FY 2006 as the only outlay will be in Finance Director time and some time of Finance staff and other Department Heads in going over processes.



Element: Capital Improvement Plan

Staff Lead: Lisa Parker, Finance Director

Strategic Objective: To update the city's Capital Improvement Plan based on direction given by all city departments, including the school department.

Related to Goal Area:

Infrastructure and Capital Development and Maintenance

Implementation Milestones with Existing Funding

- ✓ Finance Director to distribute the Capital Improvement Plan in its current status to all department heads for review. (Done during budget process with all department heads)
- ✓ Finance Director to meet with all department heads to update their portion of the capital improvement plan prior to the City Council budget process. (Done during budget process and included in Distinguished Budget Presentation)
- ✓ Capital Improvement Plan to be updated by the Finance Director with information received and reviewed by the City Administrator.
- ✓ Final approved Capital Improvement Plan to be included within the budget process.

Implementation Milestones with Additional Funding

Additional funding will be necessary in the FY 2006 budget. The 5 year CIP Plan details this information and will be used during the budget process.

City of Saco, Maine
Finance Department Narrative, Continued

Mission Statement: The City of Saco Finance Department, in its capacity of fiduciary agents for the entire taxpayer base of the community, strives to provide the highest levels of customer service and professionalism through adequate training and prudent procedures in its cash collection, billing, licensing, investing, budgeting and financial planning analysis and processes, and the highest levels of financial reporting and disclosure.

Department Service Delivery Goals:

- 1) For customer service representatives to provide friendly, courteous and professional assistance to citizens coming to City Hall to pay City taxes and fees billed and due.

The Department processes a high volume of payments in person with a staff of 5 customer service counter clerks, and the Department focuses on maintaining high quality service while meeting the demands in financial activity.

- 2) To provide the highest levels of financial communication to our citizenry through timely and accurate financial and operational reporting and disclosure.

The Department strives to meet and exceed national reporting standards for municipalities.

- 3) To assure that all City vendors are being paid timely through the City's accounts payable process.

The Finance Department partners with a large number of outside vendors and contractors and keeps on good terms with service providers by ensuring timely payments.

- 4) To provide the highest level of financial management of all resources.

Various measures can be considered to assess the city's financial health and its management of its resources, and trends in performance can be monitored to alert city administration of issues.

Performance Data: The measures used by the Finance Department to gauge their performance in achieving these goals are as follows:

- 1) At least 85% of the surveyed public note above average service received. (Service Delivery Goal 1).

This measure will be explored on a following page within the Citizen Satisfaction Survey Section.

- 2) (A) The Comprehensive Annual Audited Financial Report is completed and posted to the City's website within 6 months following year end and receives the Government Finance Officer's Association (GFOA) Award distinction. (Service Delivery Goal 2).

City of Saco, Maine
Finance Department Narrative, Continued

Comprehensive Annual Financial Report

Fiscal Year	Date	Award
Ending	Submitted	Received
June 30, 2005	12/16/2005	Yes
June 30, 2004	11/30/2004	Yes
June 30, 2003	11/24/2003	Yes
June 30, 2002	12/27/2002	Yes
June 30, 2001	12/20/2001	Yes
June 30, 2000	11/20/2000	No

(B) Distinguished Budget Presentation is completed and posted to the city's website within 90 days following the budget approval and receives the GFOA Award distinction. (Service Delivery Goal 2).

Distinguished Budget Presentation

Fiscal Year	Date Council Approved	Date Submitted	Award Received
2006	5/2/2005	7/25/2005	Yes
2005	6/14/2004	8/27/2004	Yes
2004	5/27/2003	8/25/2003	Yes
2003	6/3/2002	8/23/2002	Yes
2002	6/4/2001	8/23/2001	No

(C) Performance Measurement Report on operational efficiencies is completed in January of each year and posted to the city's website within that same month. (Future measure.) (Service Delivery Goal 2).

Performance Measurement Report

Fiscal Year	Date submitted and posted to web	
2004	1/15/2005	Received AGA Award
2005	1/15/2006	Pending approval

3) All vendors are paid within 20 days in invoice date, unless not possible due to improper documentation or discrepancies in documentation. (Service Delivery Goal 3).

City of Saco, Maine
Finance Department Narrative, Continued

	1/1/2004-6/30/2004		7/1/2004-12/31/2004		1/1/2005-6/30/2005		7/1/2005-12/31/2005	
Days for payment	# invoices	% paid	# invoices	% paid	# invoices	% paid	# invoices	% paid
0-9 days	783	12%	762	14%	923	18%	908	16%
10-20 days	1,930	31%	1,900	36%	2,104	41%	2,108	38%
TOTAL FOR MEASURE	2,713	43%	2,662	50%	3,027	59%	3,016	55%
21-30 days	1,612	26%	1,233	23%	1,095	21%	1,160	21%
31-40 days	876	14%	561	11%	465	9%	655	12%
41-50 days	370	6%	364	7%	185	4%	293	5%
51-60 days	137	2%	206	4%	97	2%	141	3%
61-70 days	179	3%	68	1%	39	1%	64	1%
over 70 days	382	6%	217	4%	191	4%	198	4%
TOTAL ALL	6,269	100%	5,311	100%	5,099	100%	5,527	100%

4) (A) To improve or maintain the City's bond rating. (Service Delivery Goal 4)

A municipality's bond rating affects the rate at which it can borrow money, which means the better a bond rating the City of Saco has, the less it will pay in interest to borrow. For example, the improved bond rating achieved in 2001 saved citizens approximately \$2.4 million in interest payments over the 20-year term of the 2002 general obligation bond.

Explanation of Bond Ratings:

AAA – Best quality; highest grade; extremely strong capacity to pay principal and interest; payment is secured by a stable revenue source.

AA – High quality; very strong capacity to pay principal and interest; revenue sources are only slightly less secure than for highest grade bonds.

A – Upper medium quality; strong capacity to pay principal and interest but revenue sources are considered to be susceptible to fluctuation in relevant economic conditions.

BBB – Medium grade quality; adequate capacity to pay principal and interest, but may become unreliable if adverse economic conditions prevail.

BB and lower – Speculative quality; low capacity to pay principal and interest; represent long-term risk whether relevant economic conditions are favorable or not.

Year	Bond Rating
1938	A
1979	B B B
1982	B B B
1989	B B B +
1993	A -
2001	A +
2004	A A -

(B) Financial Ratios, which compare the relationship between various financial factors and with other influential factors (such as population size), provide indicators of the City's overall financial health: (Service Delivery Goal 4)

For ratios, please refer to the City's Performance Measurement Report

City of Saco, Maine Finance Department Narrative, Continued

Citizen Survey: In achieving its goal of at least 85% of the surveyed public note above average service received (Service Delivery Goal #1), the Finance Department again has fallen just short on the most directly related citizen survey question. 73.3% (75.6% in FY 2004) of citizens surveyed responding that they are “somewhat satisfied” (33.3%) or “very satisfied” (40.0%), with the “ease of doing business in person at City Hall.” However, the mean rating for fiscal year 2005 of 4.11 for this question has improved over last year (4.02) in part due to the decline in responses from citizens citing some level of dissatisfaction with doing business in person at City Hall. Also of note, citizens aged 55 or older were more likely to rate this service area as satisfactory.

		1 – Very dissatisfied	2 –Somewhat dissatisfied	3 –Neutral	4 –Somewhat satisfied	5 – Very satisfied	Don't know	Mean Response
The City's administration, including the Administrator's Office, Finance Department, and City Clerk's Office	2004	2.8%	5.8%	24.5%	39.3%	19.3%	8.5%	3.73
	2005	2.3%	4.8%	18.5%	43.3%	22.0%	9.3%	3.86
The ease of doing business in person at City Hall	2004	2.8%	6.5%	13.0%	39.3%	36.3%	2.3%	4.02
	2005	1.8%	4.3%	15.8%	33.3%	40.0%	5.0%	4.11
The quality of the information you receive regarding the City budget and the use of taxpayer dollars	2004	6.0%	14.0%	27.8%	28.8%	14.0%	9.5%	3.34
	2005	4.5%	10.0%	24.8%	32.0%	18.0%	10.8%	3.55

Per the City of Saco, Maine Code- § 4-14. Department of Finance.

- A. Establishment. There shall be a Department of Finance, the head of which shall be the Finance Director. The Finance Director shall be appointed by the City Administrator, with final confirmation of the City Council.
- B. Duties. The Department of Finance shall be responsible, under the City Administrator, for financial planning, budget reporting and control. The Department shall also, under the administrative direction of the City Administrator, supervise the lease, rental or use and the maintenance of all city property not used by other departments of the city.
- C. Divisions of the Department of Finance. This Department shall be divided into the following divisions:

City of Saco, Maine
Finance Department Narrative, Continued

(1) Division of Purchasing and Accounting. The head of this Division shall be the Finance Director, who shall be responsible for the proper pre audit and recording of all financial transactions. The Finance Director shall keep informed and maintain records as to the sources of supply for all classes of purchases, price trends or other related matters and shall perform such additional duties as prescribed by the City Council.

(2) Treasury Division. The head of this Division shall be the City Treasurer, whose duties shall be prescribed by the Finance Director. The Treasurer may appoint a Deputy Treasurer to assist in his/her duties, subject to confirmation by the City Administrator.

(3) Division of Tax Collection. There shall be a Division of Tax Collection in the Office of Finance. The head of this Division shall be the Tax Collector, who shall be appointed by the City Administrator on the recommendation of the Finance Director and confirmed by the City Council. The Collector is not an agent of the city. He/she is a public officer, owing to the public and not the city. His/her authority comes from the statutes, and he/she cannot be controlled by the city in the execution of his/her authority. The city cannot, by vote, increase, diminish or vary the duties imposed on the Collector by statute. The Tax Collector is responsible for the sound fiscal management of his/her Department.

D. Insurance. The Director of Finance shall audit and provide for the safe storage of all policies of insurance placed on city property.

E. Economic Development Fund.

(1) There is established a non-lapsing fund, known as the "Economic Development Fund," which shall be used to provide for industrial development, expansion and growth within the City of Saco, as specified in Subsection E(4).

(2) Unless contrary to the terms of the loan or grant, all income received by the city through the repayment of public loan or grant funds identified in Subsection E(3) shall be deposited to the Economic Development Fund. All income received through the sale, lease or option of property at the Saco Industrial Park shall be deposited to the Economic Development Fund.

(3) The following public loan or grant programs fall within the scope of this Subsection E:

(a) Federal urban development action grants.

(b) Federal grants from the Economic Development Administration.

(4) The City Council may make allocations from the Economic Development Fund only to accomplish the following purposes:

(a) To further develop and expand the existing Industrial Park.

(b) To develop new industrial parks within the City of Saco.

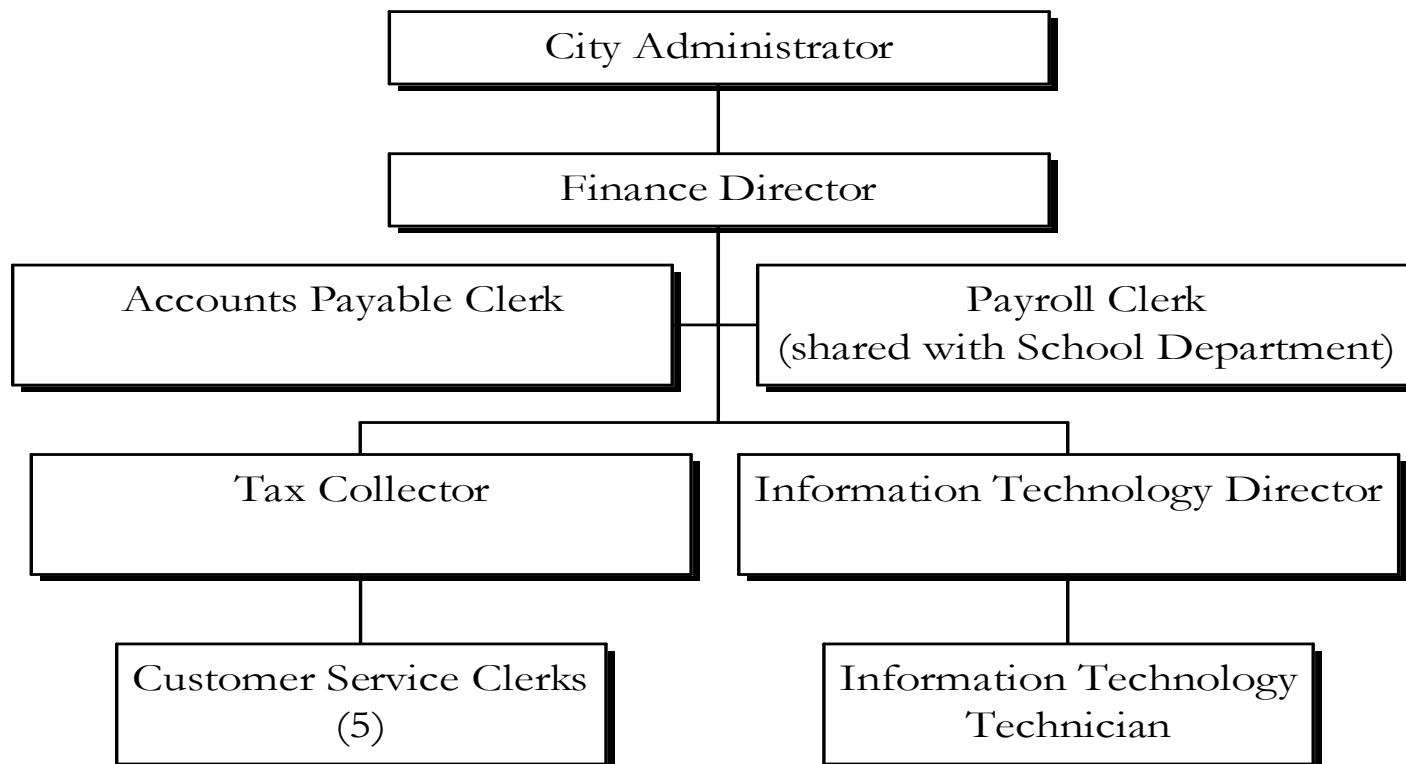
(c) To develop new office parks or distribution parks.

(5) The Director of Finance shall maintain records and prepare reports concerning the Economic Development Fund.

(6) The Economic Development Advisory Board may make recommendations to the City Council regarding allocations from the Economic Development Fund. The Economic Development Director may request, in his/her annual budget request or at subsequent times, allocations from the Economic Development Fund.

City of Saco, Maine
Finance Department Narrative, Continued

City of Saco
Organizational Chart
Finance Department



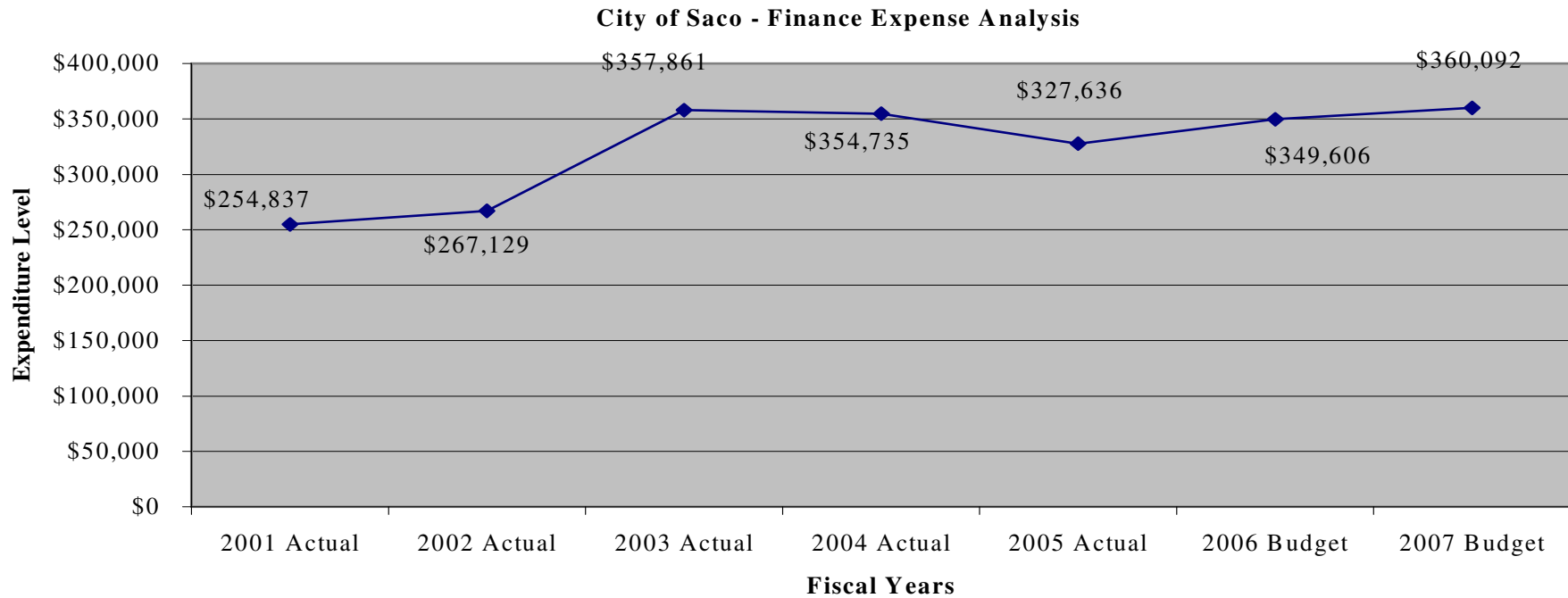
City of Saco, Maine Finance Department Narrative, Continued

Expenditures:

The expenditures within this department are related to the following activity centers:

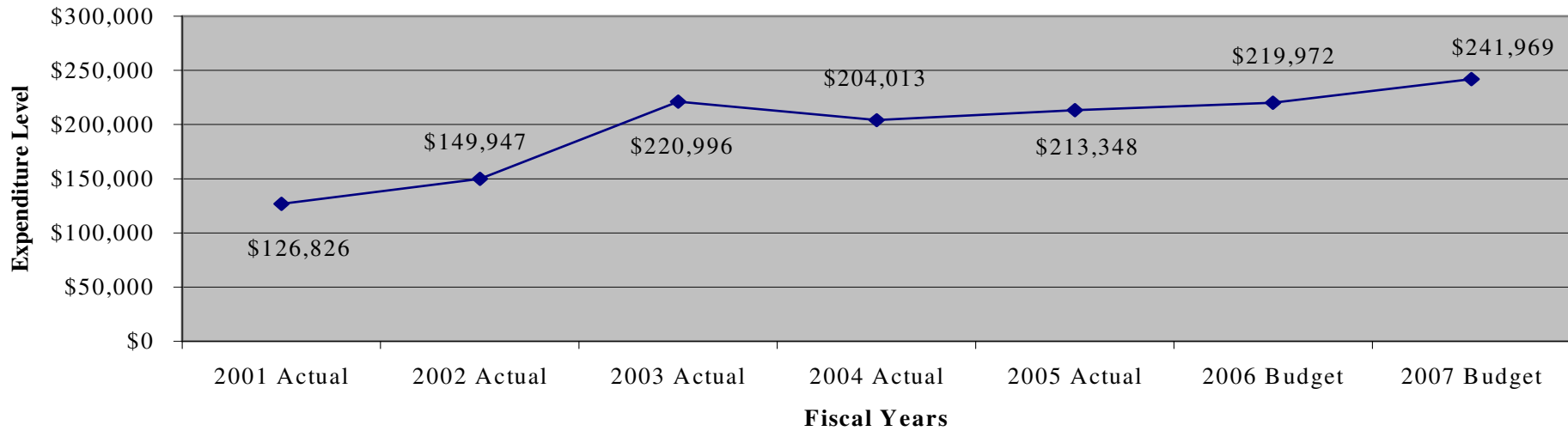
- ◆ Finance
- ◆ Insurance

The following graphs depict the expenditure level of these activity centers over the last 6 years.

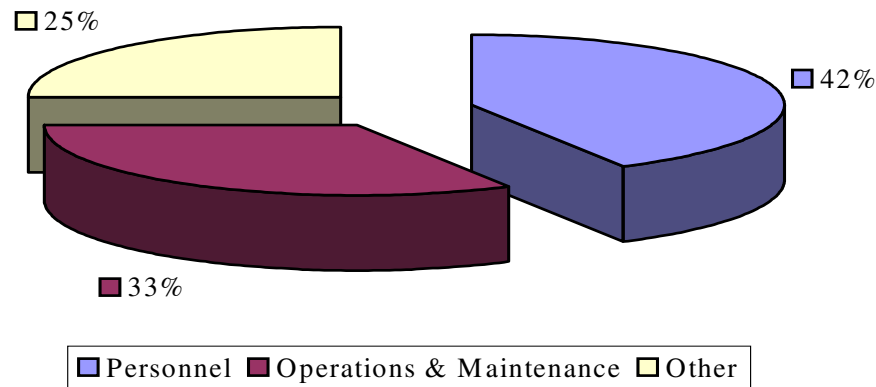


City of Saco, Maine Finance Department Narrative, Continued

City of Saco - Insurances Expense Analysis



Finance Department - 2007 Budget Analysis



City of Saco, Maine
Finance Department Narrative, Continued

**Finance Department
Expenditure Analysis**

		2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
Personnel	\$	186,279	\$ 200,291	\$ 279,323	\$ 346,700	\$ 367,340	\$ 390,968	\$ 407,152
Operations & Maintenance	\$	70,958	\$ 66,838	\$ 82,763	\$ 162,239	\$ 174,233	\$ 315,377	\$ 321,002
Other	\$	126,826	\$ 149,947	\$ 220,996	\$ 204,013	\$ 213,348	\$ 219,971	\$ 241,969

FINANCE- PERSONNEL			2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
500101	DEPARTMENT HEAD WAGES	\$	56,512	\$ 60,168	\$ 61,010	\$ 76,183	\$ 81,078	\$ 84,178	\$ 88,006
500102	SUPERVISORY WAGES	\$	-	\$ -	\$ -	\$ 92,595	\$ 91,222	\$ 94,529	\$ 98,063
500104	COURT OFFICERS/CLERICAL WAGES	\$	125,956	\$ 137,131	\$ 213,562	\$ 174,627	\$ 191,867	\$ 208,961	\$ 217,783
500114	OVERTIME	\$	2,836	\$ 1,692	\$ 3,451	\$ 1,995	\$ 1,873	\$ 2,000	\$ 2,000
500118	STIPEND	\$	975	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300
Subtotal - Personnel		\$	186,279	\$ 200,291	\$ 279,323	\$ 346,700	\$ 367,340	\$ 390,968	\$ 407,152

FINANCE- TECHNOLOGY			2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
500304	COMPUTER SUPPLIES	\$	-	\$ -	\$ -	\$ -	\$ -	\$ 750	\$ 750
500317	MINOR EQUIPMENT	\$	-	\$ -	\$ -	\$ -	\$ -	\$ 25,500	\$ 24,000
500322	TUITION/TRAINING	\$	-	\$ -	\$ -	\$ 300	\$ -	\$ 5,000	\$ 5,885
500335	DSL FEES	\$	-	\$ 689	\$ 4,225	\$ 11,012	\$ 10,409	\$ 16,825	\$ 20,700
500336	Telephone	\$	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,200
500338	Copier	\$	-	\$ -	\$ -	\$ -	\$ -	\$ 39,002	\$ 39,002
500339	Travel	\$	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500
500360	COMPUTER SOFTWARE	\$	-	\$ -	\$ -	\$ 1,500	\$ 24,340	\$ 12,000	\$ 12,000
500370	LICENSES/PERMITS AND FEE	\$	-	\$ -	\$ -	\$ 4,500	\$ 12,480	\$ 48,000	\$ 48,000
500400	TRANSFERS/ MISC	\$	2,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
500410	REPAIRS/MAINTENANCE	\$	-	\$ -	\$ -	\$ 4,866	\$ 2,301	\$ 7,500	\$ 7,500
500421	SPECIAL PROGRAMS - WEB	\$	-	\$ -	\$ -	\$ 11,266	\$ 23,536	\$ 47,000	\$ 47,000
500428	CONTRACTED SERVICES	\$	-	\$ -	\$ -	\$ 70,777	\$ 48,305	\$ 61,500	\$ 60,000
TOTAL TECHNOLOGY		\$	2,400	\$ 689	\$ 4,225	\$ 104,221	\$ 121,371	\$ 263,077	\$ 267,537

City of Saco, Maine
Finance Department Narrative, Continued

FINANCE- OPERATING		2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
500301	OFFICE SUPPLIES	\$ 2,541	\$ 4,965	\$ 4,145	\$ 4,559	\$ 7,056	\$ 4,000	\$ 4,000
500304	COMPUTER SUPPLIES	\$ 2,364	\$ 3,338	\$ 7,486	\$ 1,407	\$ 1,967	\$ 3,500	\$ 3,500
500317	MINOR EQUIPMENT	\$ 490	\$ -	\$ 65	\$ 2,883	\$ (1,771)	\$ 1,000	\$ 1,000
500322	TUITION / TRAINING	\$ 4,621	\$ 5,506	\$ 6,694	\$ 2,431	\$ 3,666	\$ 6,000	\$ 6,000
500330	DUES & MEMBERSHIP	\$ 95	\$ 755	\$ 278	\$ 360	\$ 965	\$ 750	\$ 965
500332	BOOKS & MANUALS	\$ 110	\$ 512	\$ -	\$ 275	\$ 618	\$ 300	\$ 300
500336	TELEPHONE	\$ 1,963	\$ 2,137	\$ 3,565	\$ 2,453	\$ 2,575	\$ 2,800	\$ 2,800
500337	POSTAGE	\$ 10,571	\$ 11,262	\$ 9,365	\$ 16,754	\$ 14,069	\$ 10,000	\$ 10,000
500338	COPIER	\$ 1,430	\$ 1,535	\$ 1,517	\$ 4,442	\$ 2,084	\$ -	\$ -
500339	TRAVEL	\$ 940	\$ 760	\$ 1,036	\$ 711	\$ 1,835	\$ 750	\$ 1,200
500344	PRINTING	\$ 12,939	\$ 9,755	\$ 7,378	\$ 4,207	\$ 2,110	\$ 5,000	\$ 5,000
500350	FURNITURE & FIXTURES	\$ 1,518	\$ 1,175	\$ 1,339	\$ 1,486	\$ 1,590	\$ 1,000	\$ 1,000
500370	FILING FEES/ LICENSES/PERMITS	\$ 4,640	\$ 4,357	\$ 3,085	\$ 4,728	\$ 4,549	\$ 4,800	\$ 4,800
500400	TRANSFERS/ MISCELLANEOUS	\$ 210	\$ 93	\$ 66	\$ 245	\$ 1	\$ 100	\$ 100
500410	REPAIRS/ MAINTENANCE	\$ 10,796	\$ 10,488	\$ 22,429	\$ (496)	\$ 198	\$ 500	\$ 500
500429	AUDIT SERVICES	\$ 13,330	\$ 10,200	\$ 10,090	\$ 10,800	\$ 11,350	\$ 11,800	\$ 12,300
	Subtotal Finance-Operating	\$ 68,558	\$ 66,838	\$ 78,538	\$ 57,245	\$ 52,862	\$ 52,300	\$ 53,465
INSURANCES								
500281	LIABILITY INSURANCE	\$ 110,621	\$ 130,604	\$ 193,681	\$ 187,931	\$ 212,862	\$ 202,420	\$ 222,662
500282	PUBLIC OFFICIALS LIABILITY	\$ 16,205	\$ 19,343	\$ 27,315	\$ 16,082	\$ 666	\$ 17,552	\$ 19,307
	Subtotal Insurances:	\$ 126,826	\$ 149,947	\$ 220,996	\$ 220,996	\$ 213,348	\$ 219,971	\$ 241,969

City of Saco, Maine City Clerk Department Narrative

Fiscal Year 2007 Established Goals and Objectives

The goals and objectives of the City Clerk Department were validated through the City Council's endorsement of the city's completed Strategic Plan as well as the city's Performance Measurement Policy which ties performance pay to the achievement of goals and objectives. The three fiscal year 2007 strategic objectives for the City Clerk Department are found below. As the milestones listed for achievement are successfully

Element: Web-enable Permits and Licenses

Staff Lead: Lucette Pellerin

Related to Goal Area:

Technological Innovation and Implementation



Strategic Objective: To web enable access to permits and licenses via the internet.

Implementation Milestones with Existing Resources

- ☐ Work with IT Department to develop and implement project
- ☐ Web enable access to the following
 - ☐ Victualers Permits
 - ☐ Business Registrations
 - ☐ Mooring Permits
 - ☐ Dump Stickers
 - ☐ Camp Ellis Parking Permits
 - ☐ The ability to receive and apply payments for the permits or licenses being requested

Implementation Milestones with Additional Funding

None at this time.

Element: Vital Statistics books/Digital Record System

Staff Lead: Lucette Pellerin

Related to Goal Area:

Technological Innovation and Implementation



Strategic Objective: Restoration of historical vital statistic books and capture information on Laserfich and CD rom through a digital record system that will allow the ability to easily retrieve this information.

Implementation Milestones with Existing Resources

- ☐ Restoration of vital record books
- ☐ Have information captured on LaserFich
- ☐ Have information captured on CD rom
- ☐ Purchase digital software and train all staff on the same
- ☐ Bring data into digital record system
- ☐ Present Dyer Library with copies of both mediums for use by the general public.

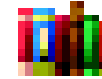
Implementation Milestones with Additional Funding

- ☐ Complete two to three books per year as funds permit.

City of Saco, Maine City Clerk Department Narrative, Continued

Element: Cross Training staff regarding Central Voter Registry
Staff Lead: Lucette Pellerin

Related to Goal Area:
Human Resource Investment



Strategic Objective: Providing cross training for the new Central Voting Registry to all Deputy Clerks, Deputy Registrars and Counter Clerks. This will insure continuity regardless of unexpected emergencies within the office of the City Clerk and Registrar of Voters. The mandated CVR will be in place by January 1, 2006. The staff needs to be able to conduct an election with confidence in their knowledge of the new system and over all ability to conduct said elections.

Implementation Milestones with Existing Resources:

- ☐ Training will be conducted in-house to all counter staff, Deputy City Clerks and Deputy Registrars
- ☐ On the job training not requiring additional expense to the City of Saco
- ☐ Competence regarding CVR to be evaluated
- ☐ State of Maine to provide PC, scanner, etc. at no expense to City of Saco
- ☐ Network all workstations located in Finance, City Clerk and Voter Registration to CVR

Implementation Milestones with Additional Funding:

None at this time.

Fiscal Year 2006 Results of Goals and Objectives

Element: Vital Statistics Data Entry
Staff Lead: Lucette Pellerin

Related to Goal Area:
Technological Innovation and Implementation



Strategic Objective: To enhance service quality for our customers and preserve Saco records.

Implementation Milestones with Existing Resources

- ✓ Input records to 1964 into the database.
 - birth certificates—working with 1959
 - death certificates—working with 1992
 - marriage licenses—working with 1964

Implementation Milestones with Additional Funding

Could go back further in time than 1964.

**City of Saco, Maine
City Clerk Department Narrative, Continued**

Element: Assist with Item Commentaries
Staff Lead: Lucette Pellerin

Related to Goal Area:
Human Resource Investment



Strategic Objective: To assist in writing item commentaries in order to be able to assist in the preparing of the Agenda in the absence of the Administrative Assistant.

Implementation Milestones with Existing Resources

- ✓ Work with the Administrative Assistant in the preparation of the Item Commentaries for the weekly City Council meetings.
- ✓ Prepare one item commentary per meeting individually without Administrative Assistant.

Implementation Milestones with Additional Funding

None

Element: Cross Training of Employees
Staff Lead: Lucette Pellerin

Related to Goal Area:
Human Resource Investment



Strategic Objective: Train employees in various aspects of the election process in order to establish skills necessary to conduct successful elections.

Implementation Milestones with Existing Resources

- ✓ Coordinate with Finance Director to have one Finance Staff available for 3 to 4 weeks prior to Election Day.
- ✓ Work with Deputy Clerks regarding preparation of petitions for candidates, press releases and timeline regarding expirations of Board of Education
- ✓ Conduct successful election with all maintaining their new roles.

Implementation Milestones with Additional Funding

None

City of Saco, Maine
City Clerk Department Narrative, Continued

Mission Statement: The office of the City Clerk will strive to deliver the highest level of professionalism and customer service to the residents of Saco. We will through dedicated employees continue to be stewards of Municipal records providing reasonable access to said records, conduct elections enabling our residents to exercise their Constitutional rights and provide financial assistance to indigent people from our community.

Department Service Delivery Goals:

1) To assure that the Vital Records as well as permanent records in our care, meet State Required mandates in order to preserve the history for future generations.

As mandated by State law, archived records must be refurbished as needed in order to preserve them. The condition and age of the books where statistics are recorded determines the restoration process. As records date back to 1796, there are numerous volumes of records where the ink and paper, as well as the bindings, are seriously deteriorated, many of which cannot be scanned electronically in order to archive them. One book of such recorded statistics costs about \$2,000 to be permanently restored and about 4 months for an outside vendor to accomplish. Thus, this process is both costly and time consuming.

2) To conduct elections in a manner that will enable our residents to exercise their Constitutional rights in a timely manner avoiding parking issues, children safety and long lines at the polls.

The City Clerk coordinates with the School Department, as a majority of all voting places are in local schools.

3) To provide financial assistance to all people who apply for and are determined eligible for the assistance. The General Assistance Office will give referrals to other organization, which may also be able to provide financial assistance or services.

The General Assistance Office has regular hours on Tuesdays and Thursdays, and offers emergency hours as needed on Mondays, Wednesdays and Fridays, for those seeking financial assistance.

Performance Data: The measures used by the City Clerk to gauge its performance in achieving these goals are as follows:

1) To continue to restore Vital Records by tracking the number of volumes successfully restored, and to track those records captured electronically annually and those records captured electronically through the scanning process, with a final goal of 100%(Service Delivery Goal 1)

Since 2001, all current records have been electronically captured, as well as permanently archived. There are 60 volumes of old books, of which 15 (up from 12 in 2004) have been restored in the last 12 years. There are 7 volumes that will need attention in the near future leaving 38 newer books that are currently in good physical condition. Therefore, Of the oldest volumes (22), 69% have been restored over the past twelve years.

City of Saco, Maine City Clerk Department Narrative, Continued

2) Tracking the number of calls deputy registrars receive during each election of issues to resolve (Service Delivery Goal 2).

2001 – 3 complaints were received and one major issue had to be resolved during the election which was a parking issue at one of the polling places. It was at the Saco Middle School and a school organization had called for a meeting that very same evening, which limited the parking available for voters. The problem has never occurred again.

2002 – 3 complaints were received due to the fact that there was a statement on the ballot that the City Council endorsed a bond issue. Residents felt that this was influencing the vote and had strong objections to the endorsement. No major issues had to be resolved during the election.

2003 – 2 complaints were received that a candidate on the ballot was handing out flyers within 250 feet of a polling place. Once the candidate was advised that they were in violation of State law the candidate moved on and complied with the guidelines. No major issues had to be resolved during the election.

2004 – 2 complaints were received about a political group at a polling place. The group was in fact registered with the Secretary of State and met the applicable guidelines, so the political group did not have to vacate the polling place. No major issues had to be resolved during the election.

2005—0 complaints were received.

3) Tracking the time from when a qualified applicant enters the general assistance system to when their application is processed with a goal of within 24 hours (Service Delivery Goal 3).

	<u>2003 Clients</u>	<u>2003 Clients</u>	<u>2004 Clients</u>	<u>2004 Clients</u>	<u>2005 Clients</u>	<u>2005 Clients</u>
	<u>Seen</u>	<u>Who Qualified</u>	<u>Seen</u>	<u>Who Qualified</u>	<u>Seen</u>	<u>Who Qualified</u>
January	8	4	13	9	12	7
February	6	5	11	10	7	5
March	9	7	12	12	11	9
April	7	6	9	8	6	6
May	7	6	9	7	7	5
June	10	6	5	5	14	13
July	3	2	8	8	10	8
August	6	3	7	6	10	10
September	4	2	11	8	9	6
October	13	8	6	3	11	9
November	7	6	11	8	15	12
December	8	7	9	7	11	10
Total	88	62	111	91	123	100
% of Total		70.45%		81.98%		81.30%

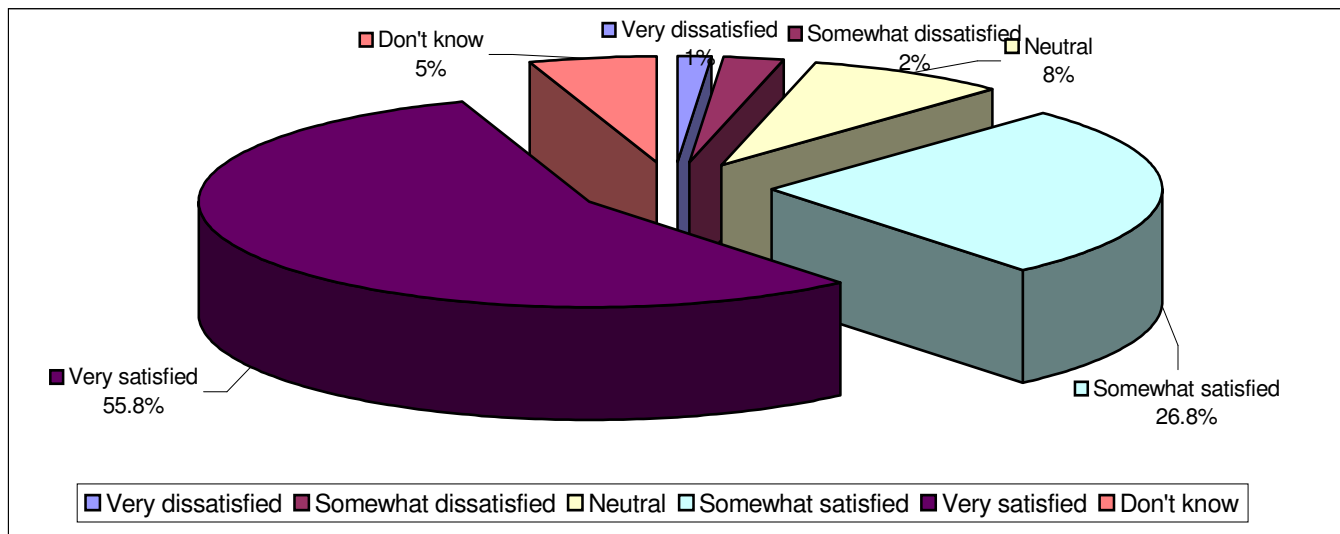
All qualifying were provided assistance within 24 hours.

City of Saco, Maine City Clerk Department Narrative, Continued

Citizen Survey: Regarding the goal of records restoration, there is little useful information for assessing the City Clerk in this area from the citizen survey. It is likely even a stretch to propose that the City Clerk is doing well in its ongoing project based on the absence of complaints about the quality of the effort to archive records, as this is an obscure activity taking place outside most citizens' scope of experience.

Due to the fact that the City Clerk provides current records for citizens and oversees the General Assistance Office, it continues to seem appropriate to consider how citizens rate transactions done at City Hall to explore the City Clerk's service delivery performance. For fiscal year 2005, 73.3% of citizens surveyed responding that they are "somewhat satisfied" (33.3%) or "very satisfied" (40.0%), with the "ease of doing business in person at City Hall." The mean rating in this area showed improvement to 4.11 in FY 05 from 4.03 in FY 04, using the 1 to 5 scale where a 1 means "very dissatisfied" and a 5 means "very satisfied." Even though the survey does not discriminate between areas of the organization for citizens to rate, it is logical to consider this positive rating in considering the City Clerk's performance, as it is certain that some citizens' experience at City Hall is directly related to the City Clerk's scope of operations.

In terms of its goal of conducting elections in a timely manner with minimal problems, citizens surveyed again rated the City Clerk very positively on this specific aspect of its service delivery. Over 80% of respondents were "very satisfied" (55.8%) or "somewhat satisfied" (26.8%), only 8.3% were "neutral" and 4.0% were "very dissatisfied" (1.5%) or "somewhat dissatisfied" (2.5%). 5.3% of the citizens surveyed had no opinion, which makes sense in that a percent of the eligible population does not vote (in this survey, 22.8% of citizens surveyed reported they did not vote in the last election). The overall mean rating on this issue was 4.4 (up from 4.36 in FY 04), once again among the City's best ratings for service delivery.



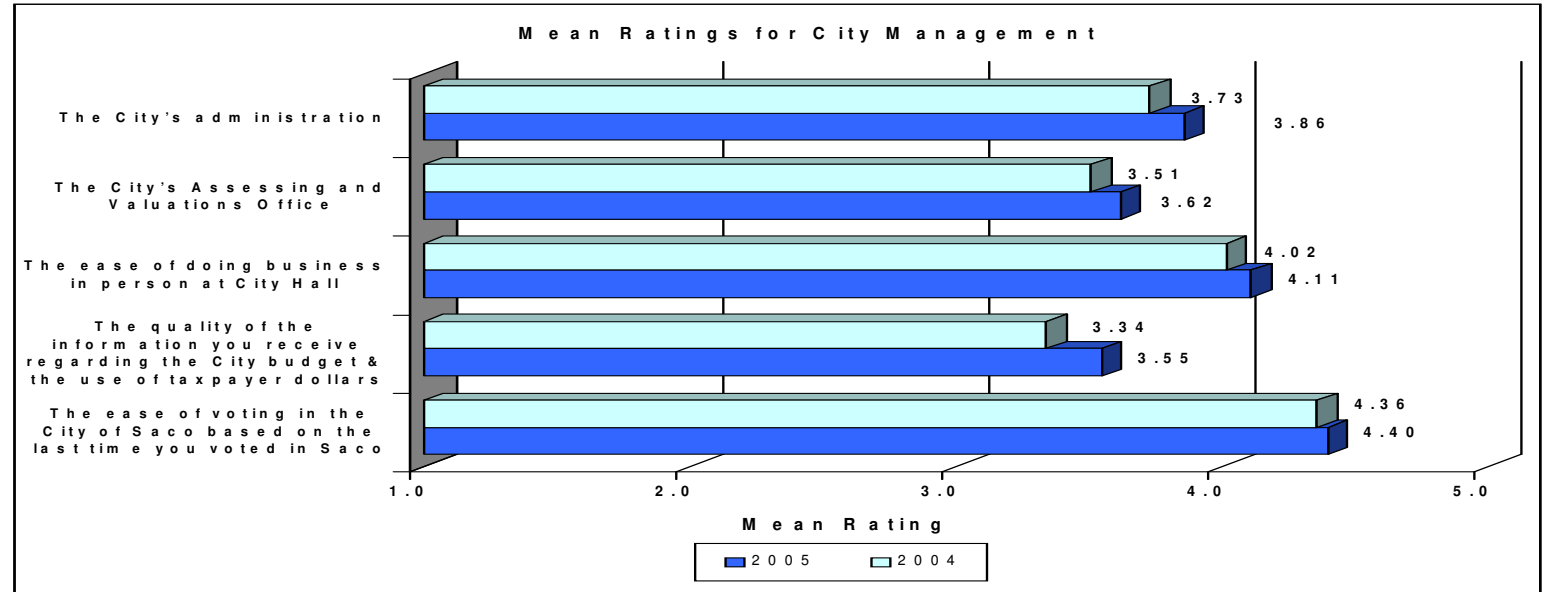
The City Clerk still plans to implement a system using laptops to resolve problems during elections, whereby registrars could access the complete permanent records at City Hall and not solely rely on paper reports at each individual voting place. The laptop system would cut down on the high volume of calls the City Clerk's office fields during elections regarding voter registration issues and improve the voting process but has yet to be prioritized for funding.

Specifically included in the rating of the

Overall city administration (Administrator's Office, Finance Department and City Clerk's Office), citizens surveyed rated these 3 areas combined fairly positively overall with a mean rating of 3.86 (up from 3.73 last year) on the scale of 1 to 5 where 1 means "very dissatisfied" and 5 means "very satisfied." Over 60% are "somewhat satisfied" (43.3%) or "very satisfied" (22.0%) with these three areas, however, a large percent of respondents (18.5%) still are "neutral," neither satisfied nor dissatisfied with the overall performance of City Administration including the City Clerk, and another

City of Saco, Maine City Clerk Department Narrative, Continued

9.3% “don’t know” how to rate their satisfaction level. This would seem to indicate citizens still feel there is room for some improvement in the 3 different areas included in this rating.



Per the City of Saco, Maine Code- § 4-15. City Clerk's Department.

- A. Establishment. There shall be a City Clerk's Department, the head of which shall be the City Clerk, who shall be appointed by the City
- B. Administrator with approval from the City Council. The City Administrator shall appoint a Deputy City Clerk, to act as his/her agent, and as many assistant clerks as necessary, within a budget approved by Council.
- B. Duties. The City Clerk shall:
 - (1) Serve as Clerk to the Council and perform all duties for the Council as it may require. He/she shall authenticate, by his/her signature, and be responsible for the filing, indexing and safekeeping of all proceedings of the Council, which shall be open to public inspection.
 - (2) Make all arrangements for elections and keep and maintain election records and have custody of all property used in connection with elections.
 - (3) Issue to every person appointed to any office by the City Council or by the City Administrator a certificate of such appointment and administer oath of such office.
 - (4) Publish all legal notices, unless otherwise provided.
 - (5) File and preserve all contracts, security bonds, oaths of office and other documents not required to be filed elsewhere.
 - (6) Issue all licenses and permits authorized by the municipal officers or the Council and collect the fee required thereof as provided by state law or city ordinance.
 - (7) Notify the Chief of Police on or within one week after the expiration date of each license or permit when a new license or permit to take effect on such expiration date has not been applied for, except when the City Clerk knows that no new license or permit is required.
 - (8) Obtain and maintain all statistics relating to births, marriages and deaths, as required by law.

City of Saco, Maine
City Clerk Department Narrative, Continued

- 9) Be custodian of the City Seal.
- 10) Perform all duties and exercise all power incumbent upon or vested in city clerks, generally, which are not inconsistent with the City Charter.
- 11) Maintain in his/her office a public information service, to furnish information concerning the city government, relative to the public service.

(a) All requests for information shall be complied with promptly and courteously, provided that the required information is available in the office of the City Clerk. Otherwise, the City Clerk shall refer an individual applicant to the proper agency of the city for such information as is required, and such agency shall supply the same as quickly as reasonably possible, consistent with the extent or type of information requested.

(b) Nothing herein shall be construed to require the City Clerk to supply or to request any other department to supply the type of information which either state law or the public interest requires to be kept confidential, nor shall any information be prepared or supplied when the cost of so doing would result in increased expense to the city; provided, however, that the estimated cost shall be supplied at the expense of the applicant, subject to final adjustment on the basis of actual cost, or at an agreed-upon charge paid by the applicant, in advance, to the City Clerk or the department undertaking such extra expense.

(12) Account for all public money received by him/her, in such manner as the Director of Finance may prescribe.

(13) Notify promptly all department heads of Council actions of concern to them.

(14) Issue all state licenses and collect the fees required of him/her to so issue and maintain records of the same.

(15) Compute, issue and collect all excise fees on motor vehicles owned and operated by the residents of Saco and turn these fees over to the Treasurer at least monthly.

C. Division of Welfare.

(1) There shall be a Division of Public Welfare in the Office of the City Clerk, the head of which shall be the Director of Welfare, who shall be appointed by the City Administrator upon the recommendation of the City Clerk.

(2) Duties of the Director of Welfare. The Director of Welfare shall be the General Assistance Administrator under Chapter 112, General Assistance Program, and shall:

(a) Determine the eligibility of each applicant for receipt of general assistance benefits. He/she must consider all applicants, set up interviews and certify or deny the applicant, according to uniform standards.

(b) Distribute vouchers under general assistance benefits, giving assistance for fuel, rent, food, medicine and light bills in an emergency, as he/she deems appropriate and according to uniform standards. He/she must make out reports for general assistance, pursuant to all applicable laws and regulations.

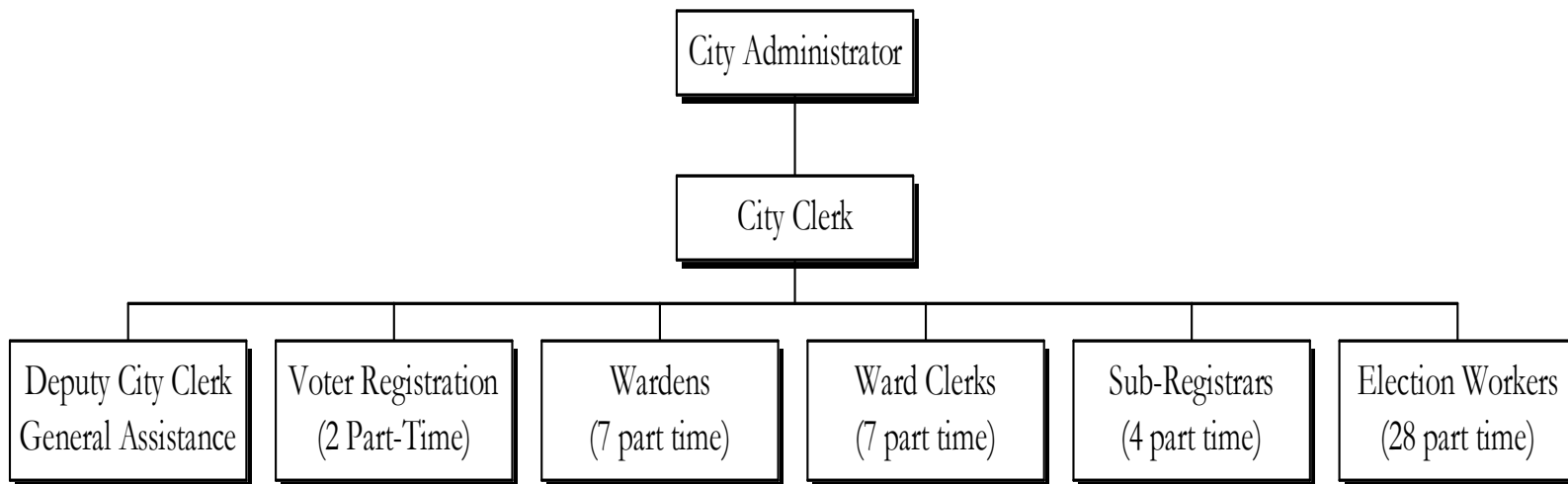
(c) Refer citizens needing assistance from other than the city to the proper federal, state or private agencies.

(d) Exercise all powers and perform all the duties confirmed or imposed by the state law upon overseers of the poor.

(e) Be responsible for the sound fiscal management of his/her Department.

City of Saco, Maine
City Clerk Department Narrative, Continue

City of Saco
Organizational Chart
City Clerk



Expenditures:

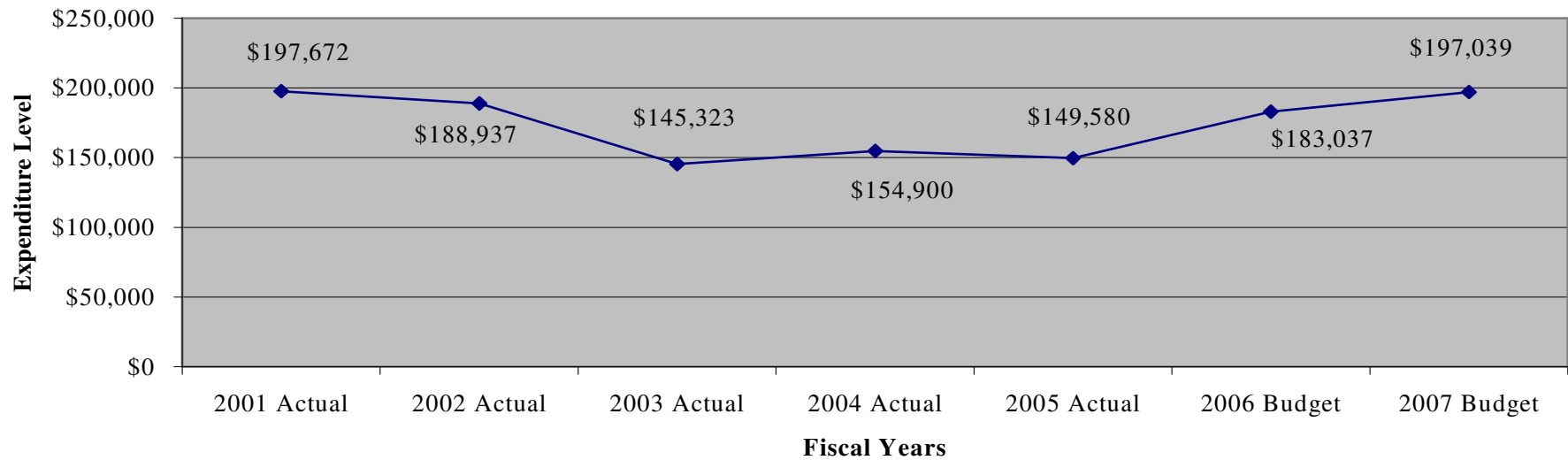
The expenditures within this department are related to the following activity centers:

- ◆ City Clerk
- ◆ General Assistance
- ◆ Voter Registration

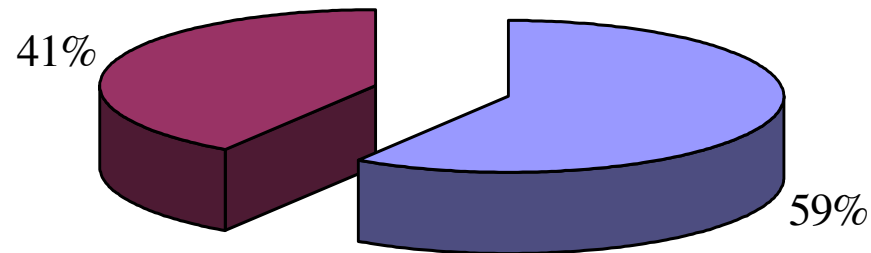
The following graphs depict the expenditure level of these activity centers over the last 6 years.

City of Saco, Maine City Clerk Department Narrative, Continued

City of Saco - City Clerk Expense Analysis



City Clerk Department - 2007 Budget Analysis



Personnel

Operations & Maintenance

City of Saco, Maine
City Clerk Department Narrative, Continued

City Clerk Department
Expenditure Analysis

		2001	2002	2003	2004	2005	2006	2007
		Actual	Actual	Actual	Actual	Actual	Budget	Budget
Personnel	\$	136,097	\$ 148,421	\$ 96,251	\$ 103,037	\$ 102,817	\$ 112,797	\$ 116,749
Operations & Maintenance	\$	61,573	\$ 40,516	\$ 49,072	\$ 57,863	\$ 46,763	\$ 70,240	\$ 80,290

<u>CITY CLERK- PERSONNEL</u>		2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
500101 DEPARTMENT HEAD WAGES	\$	42,071	\$ 44,376	\$ 46,517	\$ 49,698	\$ 51,726	\$ 54,190	\$ 57,597
500103 NON SUPERVISORY WAGES	\$	4,621	\$ 3,192	\$ 4,706	\$ 51,406	\$ 44,190	\$ 5,166	\$ 8,610
500104 COURT OFFICERS/CLERICAL WAGES	\$	68,316	\$ 77,232	\$ 35,580	\$ 95	\$ -	\$ 38,001	\$ 39,342
500113 TEMPORARY/SEASONAL WAGES	\$	19,797	\$ 22,254	\$ 8,225	\$ -	\$ 6,229	\$ 14,240	\$ 10,000
500114 OVERTIME	\$	1,292	\$ 1,367	\$ 1,223	\$ 1,838	\$ 672	\$ 1,200	\$ 1,200
Subtotal City Clerk -Personnel	\$	136,098	\$ 148,421	\$ 96,251	\$ 103,037	\$ 102,817	\$ 112,797	\$ 116,749

<u>CITY CLERK - OPERATING</u>		2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
500301 OFFICE SUPPLIES	\$	1,500	\$ 1,308	\$ 1,120	\$ 915	\$ 640	\$ 1,000	\$ 1,000
500317 MINOR EQUIPMENT	\$	638	\$ -	\$ 852	\$ 400	\$ 361	\$ 500	\$ 500
500322 TUITION / TRAINING	\$	947	\$ 1,540	\$ 1,540	\$ 1,171	\$ 1,080	\$ 1,200	\$ 1,500
500330 DUES & MEMBERSHIPS	\$	70	\$ 213	\$ 213	\$ 167	\$ 187	\$ 300	\$ 450
500332 BOOKS & MANUALS	\$	1,251	\$ 1,571	\$ 1,571	\$ 1,210	\$ 1,812	\$ 1,800	\$ 1,800
500336 TELEPHONE	\$	1,097	\$ 1,738	\$ 1,738	\$ 1,645	\$ 1,181	\$ 1,000	\$ 1,000
500337 POSTAGE	\$	1,161	\$ 1,537	\$ 1,537	\$ 1,286	\$ 1,738	\$ 1,300	\$ 1,300
500338 COPIER	\$	1,048	\$ 1,097	\$ 1,097	\$ 594	\$ 536	\$ -	\$ -

City of Saco, Maine
City Clerk Department Narrative, Continued

	2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
500339TRAVEL	\$ 645	\$ 526	\$ 1,014	\$ 1,026	\$ 1,449	\$ 1,000	\$ 1,200
500341ADVERTISING	\$ 3,048	\$ 1,338	\$ 1,355	\$ 1,411	\$ 970	\$ 1,200	\$ 1,200
500344PRINTING	\$ 1,142	\$ 721	\$ 743	\$ 535	\$ 692	\$ 1,000	\$ 1,000
500350FURNITURE & FIXTURES	\$ 1,218	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ 200
500360COMPUTER SOFTWARE	\$ 718	\$ -	\$ 447	\$ 495	\$ 793	\$ -	\$ -
500410REPAIRS/MAINTENANCE	\$ 198	\$ 198	\$ 66	\$ 110	\$ 15	\$ 500	\$ -
500427 FIRE PREVENTION	\$ -	\$ -	\$ -	\$ -	\$ 570	\$ -	\$ -
500428CONTRACTED SERVICES	\$ 1,000	\$ 5,792	\$ 6,687	\$ 5,171	\$ 2,480	\$ 3,500	\$ 4,000

Subtotal City Clerk- Operating	\$ 15,684	\$ 17,579	\$ 18,090	\$ 16,136	\$ 14,504	\$ 14,800	\$ 15,150
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<u>CITY CLERK - GENERAL ASSISTANCE</u>	2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
500301OFFICE SUPPLIES	\$ 203	\$ 128	\$ 222	\$ 1,956	\$ 42	\$ 200	\$ 150
500322TUITION / TRAINING	\$ 255	\$ 90	\$ 60	\$ 160	\$ 75	\$ 300	\$ 300
500336TELEPHONE	\$ 442	\$ 442	\$ 499	\$ 370	\$ 520	\$ 450	\$ 450
500337POSTAGE	\$ 30	\$ 426	\$ 11	\$ 37	\$ 16	\$ 40	\$ 40
500338COPIER	\$ 94	\$ 67	\$ 47	\$ 32	\$ -	\$ 125	\$ -
500339TRAVEL	\$ 127	\$ 20	\$ 34	\$ 35	\$ -	\$ 150	\$ 150
500370FILING FEES/LICENSES/PERMITS	\$ -	\$ -	\$ (2)	\$ -	\$ -	\$ -	\$ -
500371FOOD ASSISTANCE	\$ 11,951	\$ 5,472	\$ 2,750	\$ 3,736	\$ 1,076	\$ 12,000	\$ 5,000
500372FUEL ASSISTANCE	\$ 352	\$ 373	\$ 307	\$ 129	\$ -	\$ 1,500	\$ 1,500
500373ELECTRICITY ASSISTANCE	\$ 2,291	\$ 620	\$ 902	\$ 663	\$ 549	\$ 2,000	\$ 2,000
500375BURIAL ASSISTANCE	\$ -	\$ 850	\$ 1,489	\$ 1,620	\$ -	\$ 1,000	\$ 2,000

City of Saco, Maine
City Clerk Department Narrative, Continued

	2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
500376MEDICAL ASSISTANCE	\$ -	\$ 78	\$ -	\$ -	\$ -	\$ 400	\$ 400
500377RENTAL ASSISTANCE	\$ 23,916	\$ 7,433	\$ 17,746	\$ 17,811	\$ 12,656	\$ 24,000	\$ 40,000
500378CLOTHING ASSISTANCE	\$ 91	\$ 286	\$ -	\$ -	\$ 25	\$ 100	\$ 100
500379TELEPHONE ASSISTANCE	\$ 185	\$ -	\$ 32	\$ (6)	\$ -	\$ 100	\$ 100
Subtotal City Clerk -General Assistance	\$ 39,938	\$ 15,859	\$ 24,097	\$ 26,543	\$ 24,959	\$ 42,365	\$ 52,190

CITY CLERK - VOTER REGISTRATION

500301OFFICE SUPPLIES	\$ 522	\$ 284	\$ 440	\$ 466	\$ 345	\$ 250	\$ 250
500322TUITION / TRAINING	\$ -	\$ 502	\$ 25	\$ 246	\$ 466	\$ 500	\$ 500
500332BOOKS & MANUALS	\$ -	\$ 114	\$ 114	\$ 130	\$ -	\$ -	\$ -
500337POSTAGE	\$ 549	\$ 575	\$ 303	\$ 1,078	\$ 481	\$ 500	\$ 500
500338COPIER	\$ 18	\$ 18	\$ 52	\$ 9	\$ -	\$ -	\$ -
500339TRAVEL	\$ -	\$ 139	\$ -	\$ 188	\$ 46	\$ 100	\$ 100
500341ADVERTISING	\$ 533	\$ 822	\$ 608	\$ 967	\$ 806	\$ 1,000	\$ 1,500
500344PRINTING	\$ 3,025	\$ 1,503	\$ 3,133	\$ 2,309	\$ 3,125	\$ 3,300	\$ 3,500
500350FURNITURE & FIXTURES	\$ 220	\$ -	\$ 152	\$ -	\$ -	\$ 2,100	\$ 1,200
500410REPAIRS/MAINTENANCE	\$ 1,085	\$ 1,050	\$ 1,050	\$ 1,116	\$ 2,031	\$ 1,825	\$ 1,900
500428CONTRACTED SERVICES	\$ -	\$ 2,071	\$ 1,008	\$ 2,675	\$ -	\$ 3,500	\$ 3,500

Subtotal City Clerk -Voter Registration	\$ 5,952	\$ 7,078	\$ 6,885	\$ 9,184	\$ 7,300	\$ 13,075	\$ 12,950
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Total City Clerk	\$ 197,672	\$ 188,937	\$ 145,323	\$ 154,900	\$ 149,580	\$ 183,037	\$ 197,039
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City of Saco, Maine Assessing Department Narrative

Fiscal Year 2007 Established Goals and Objectives

The goals and objectives of the Assessing Department were validated through the City Council's endorsement of the city's completed Strategic Plan as well as the city's Performance Measurement Policy which ties performance pay to the achievement of goals and objectives. The three fiscal year 2007 strategic objectives for the Assessing Department are found below. As the milestones listed for achievement are successfully completed, the boxes will be checked .

Element: Average assessment ratio / 10% Quality Rating **Related to Goal Area:**
Staff Lead: Dan Sanborn Growth Management



Strategic Objective: The objective of this element is to assure that the city's average assessment ratio is at 95% as of April 1st each year. Also to achieve a 10% quality rating or better for all classes of property.

Implementation Milestones with Existing Resources

- ☐ Perform fieldwork to update valuations of all property within the city
- ☐ Review existing quality ratings for all classes of property
- ☐ Prepare plan to increase quality rating to at least 10% (State Report).

Implementation Milestones with Additional Funding

None known at this time

Element: Assessing Succession Plan **Related to Goal Area:**
Staff Lead: Dan Sanborn Human Resource Investment



Strategic Objective: To prepare a department succession plan including personal property, contract assessing and the replacing of an assistant who may be soon to retire in order to assure consistent services within this integral department.

Implementation Milestones with Existing Resources

- ☐ To review with existing staff and create a departmental succession plan around
 - ☐ Personal Property
 - ☐ Contract Assessing
 - ☐ Departmental Assistant Replacement

Implementation Milestones with Additional Funding

None known at this time.

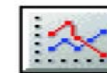
City of Saco, Maine Assessing Department Narrative, Continued

Element: Independent Appraisals of Commercial Sectors/
Income Capitalization Approach for Multi-family units

Staff Lead: Dan Sanborn

Related to Goal Area:

Meeting the Financial Needs for City Services



Strategic Objective: The objective of this element is to establish independent appraisals for all commercial sectors of the City. Also, to begin utilization of the income capitalization approach for the valuing of multi-family units within the City.

Implementation Milestones with Existing Resources

- ☐ To hire independent appraiser to do shopping centers and golf courses
- ☐ To perform calculations of multi-family units using the income capitalization approach

Implementation Milestones with Additional Funding

None known at this time.

Fiscal Year 2006 Results of Goals and Objectives

Element: Average assessment ratio

Staff Lead: Dan Sanborn

Related to Goal Area:

Growth Management



Strategic Objective: The objective of this element is to assure that the city's average assessment ratio is at 95% as of April 1, 2005.

Implementation Milestones with Existing Resources

- ✓ Perform fieldwork to update valuations of all property within the city

Implementation Milestones with Additional Funding

- ☐ None known at this time

City of Saco, Maine Assessing Department Narrative, Continued

Element: Integrate market data
Staff Lead: Dan Sanborn

Related to Goal Area:
Growth Management



Strategic Objective: The objective of this element is to integrate the market data approach to valuation for residential properties by looking at sales in neighborhoods, comparing by street and neighborhood.

Implementation Milestones with Existing Resources

- ✓ Gather market data on property sales within the City of Saco
- ✓ Review in relation to existing values assigned
- ✓ Integrate market data with existing data

Implementation Milestones with Additional Funding

- None known at this time.

Element: 10% quality rating
Staff Lead: Dan Sanborn

Related to Goal Area:
Growth Management



Strategic Objective: The objective of this element is to achieve a 10% quality rating or better for all classes of property.

Implementation Milestones with Existing Resources

- ✓ Review existing quality ratings for all classes of property
- ✓ Prepare plan to increase quality rating to 10% (waiting for state report)

Implementation Milestones with Additional Funding

- ♦ None known at this time

City of Saco, Maine Assessing Department Narrative, Continued

Mission Statement: To assess all property in the city in a fair and equitable manner.

Department Service Delivery Goals:

- 1) Each assessment cycle will be at 90 – 100% of current market value with a quality rating of less than 10.

Currently, property values in Saco are assessed at approximately 91% of the current or real market value. A range approaching 100% is allowed by state law (when a municipality drops to below 70%, they must revalue all property in their town), and it reflects both the past inability of assessors offices to annually accurately update values and so has become a defacto method used by municipalities to control property taxes, and it also reflects current limitations of the mass valuation process whereby some leeway is permitted in order to ensure equity.

A quality rating is issued by the state and is a mathematical calculation of how close a municipality is to 100% of current market value and how much any single given property wavers from the municipality's stated assessment level for all properties. Any rating under 20 is acceptable by state standards.

- 2) Incorporate 1 additional approach to establishing current market value in the 2005 and 2006 assessment cycle, in order to establish the most accurate value for each property.

*Saco currently employs two standard techniques to devise property values, the cost approach -- that is, what it would cost to replace a property plus the land value is calculated for the valuation; and the comparable sales approach -- that is, determining sales of like properties to compare to a given property. The use of the comparable sales approach for condominiums and homes began in the 2005 assessment cycle and aided in achieving the goal of **assessing all property at 90-100% of current market value**. Lastly, an income based approach can be used for income generating properties, that is, what a property earns is the basis for establishing its value. This approach will be employed in the 2006 assessment cycle.*

- 3) Contract with outside appraisers to do complete narrative appraisals for all commercial properties.

The majority of properties in Saco are residential and agricultural, and valuing of these properties is done reliably by in house staff. However, when other types of properties need to be appraised, the plan is to hire qualified outsiders in order to ensure these special classes of properties are being accurately valued. This will be done in waves, so that every few years a group of like special properties, such as those the utilities own, will be done together.

Performance Data: The measures used by Assessing to gauge their performance in achieving these goals are as follows:

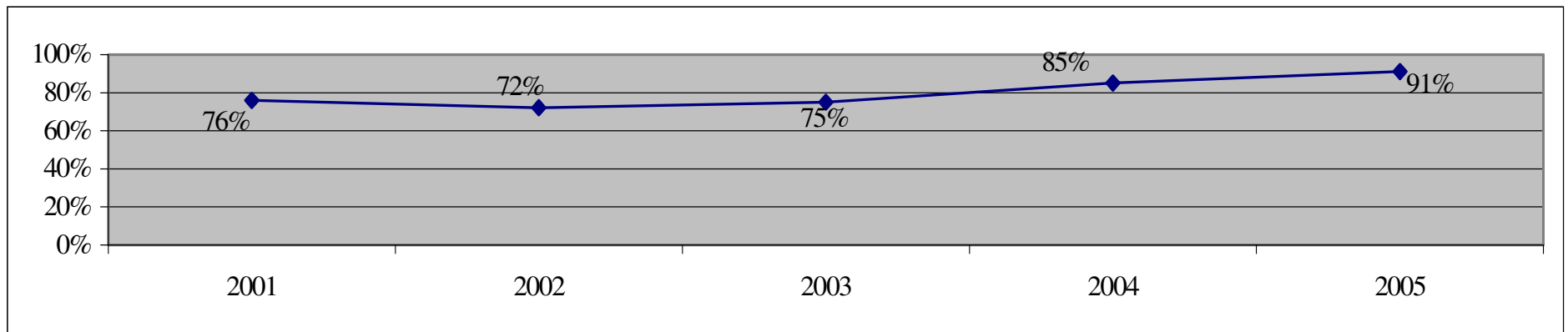
- 1) State Annual Audit Quality Rating: (Service Delivery Goal 1)

City of Saco, Maine
Assessing Department Narrative, Continued

State Annual Audit Quality Ratings

FY 2005	10 estimate (not completed until winter)
FY 2004	10.2
FY 2003	12
FY 2002	16
Current - Biddeford	12
Current - Scarborough	10 or better

2) Accurately value properties at 90-100% in the next cycle. (Service Delivery Goal 2)



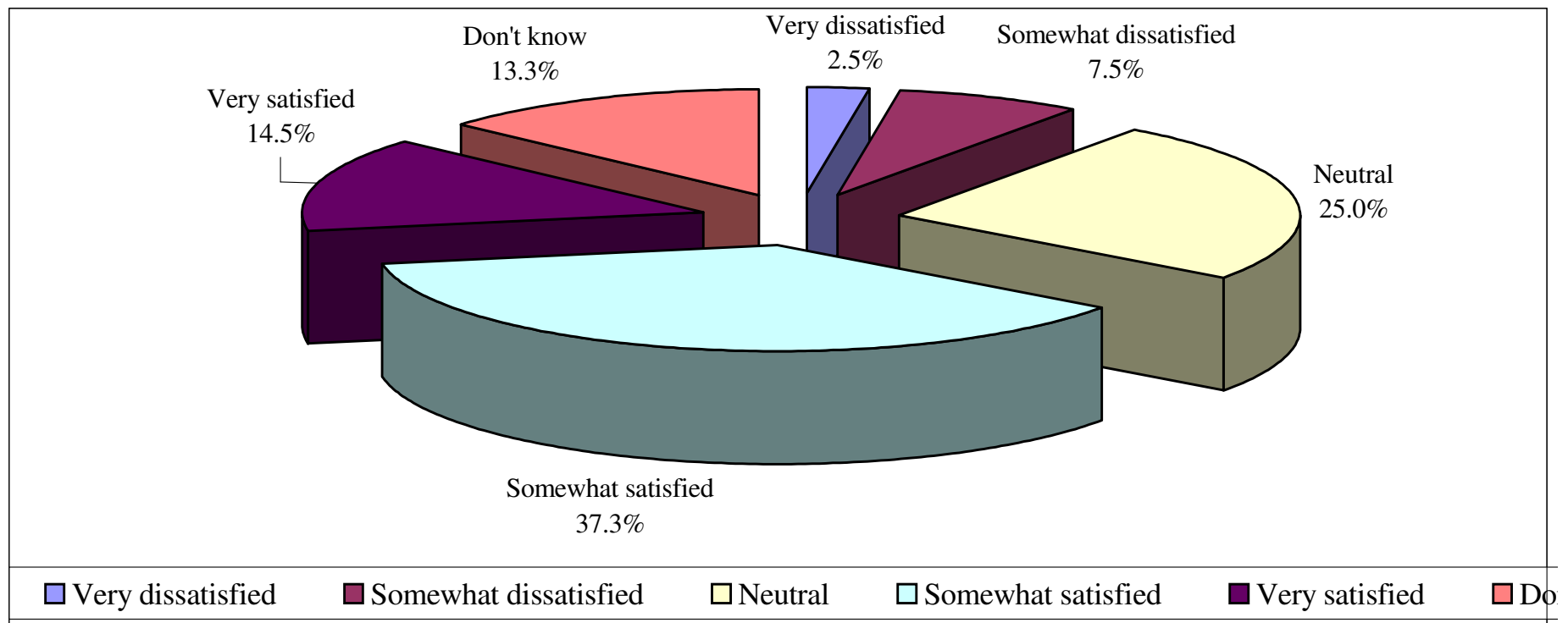
In calendar year 2003, when valuations of property started to move closer to 100% of market rate, inquiries were received about the new valuations. Of those, only 3 appealed their property valuations to the courts and none of those appeals resulted in change. In 2004, as valuations were adjusted to approximately 85% of full market rate, only 144 inquiries were received and only 2 were appealed, both commercial. For 2005, with valuations adjusted to 91% of full market value, there were only 57 inquiries, and 1 appeal to date.

3) Change in values for properties that are performed professionally. (Service Delivery Goal 3)

The professionally performed new valuations will either rise over current valuations, which will ensure that these types of properties pay their fair share in the future and that other types of properties do not subsidize them; or these new valuations will fall, which will ensure that these types of properties are not unfairly burdened in the future. The City had outside professionals perform new valuations on the following properties in fiscal year 2005: 2 golf courses and 2 shopping centers (the State provided valuations of utilities). In 2006, all major apartment projects will be valued; in 2007, all of the downtown and Route One properties will be valued; and in 2008, all of the industrial park commercial properties will be valued.

City of Saco, Maine Assessing Department Narrative, Continued

Citizen Survey: From the citizen perspective, the Assessing Department is still seen as one of the less satisfactory areas of the city government, with a mean rating of 3.62 on a scale of 1 to 5 where 1 means “very dissatisfied” and 5 means “very satisfied.” The mean rating of 3.62 in and of itself is between “neutral” and “somewhat satisfied,” but relative to other ratings for the city it is not as positive. However, this rating is a slight improvement over last year’s rating of 3.51, which information combined with the low number of valuation inquiries last year, indicates citizens are fairly accepting of the Assessing Department performance. Overall, given the nature of work performed by the Assessing Department, it still seems possible that there is a negative association with Assessing and high property taxes, which continues to be an issue throughout the state, that contributes to the lower citizen satisfaction with this department versus other areas of city services.



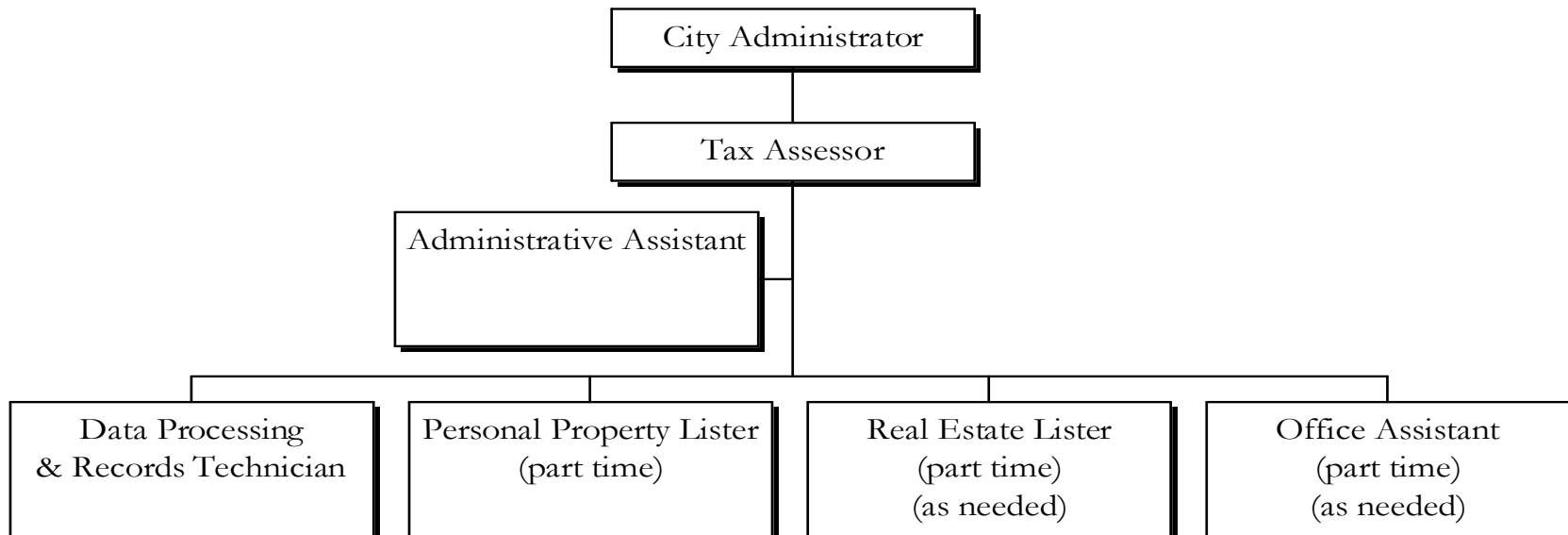
To improve citizen access to the department, Assessing expanded their public access data in the city website. The department also will offer in-house training to realty related professionals in 2006 with the goal being improved access to information and to make the website more useful.

City of Saco, Maine Assessing Department Narrative, Continued

Per the City of Saco, Maine Code-§ 4-23. Department of Assessing.

- A. Establishment. There shall be a Department of Assessing, the head of which shall be the Assessor, who shall be appointed by the City Administrator and confirmed by the City Council.
- B. Duties.
- (1) The Assessor's qualifications and authority come from state statutes and cannot be controlled by the city. The city cannot, by vote, increase, diminish or vary the duties imposed on the Assessor by statutes.
 - (2) The Assessor is responsible for the sound fiscal management of the Department and shall exercise all powers and perform all duties confirmed or imposed by state laws upon assessors.

City of Saco Organizational Chart **Assessing Department**



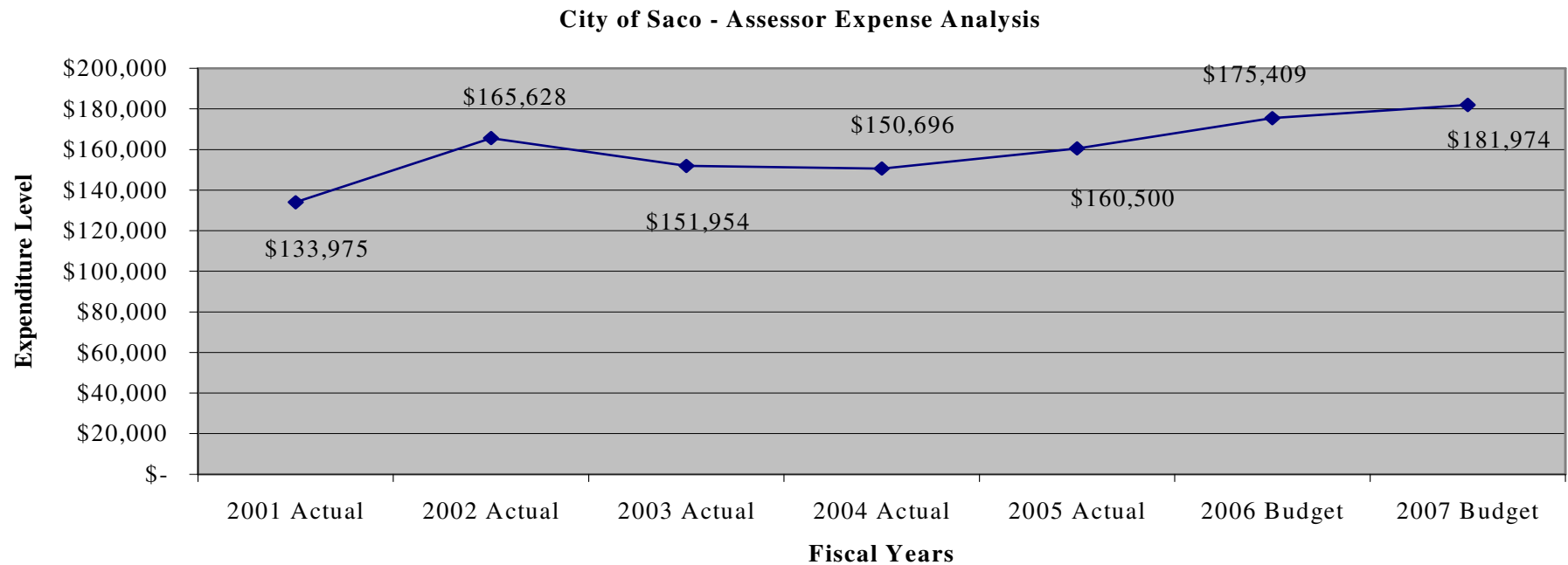
City of Saco, Maine Assessing Department Narrative, Continued

Expenditures:

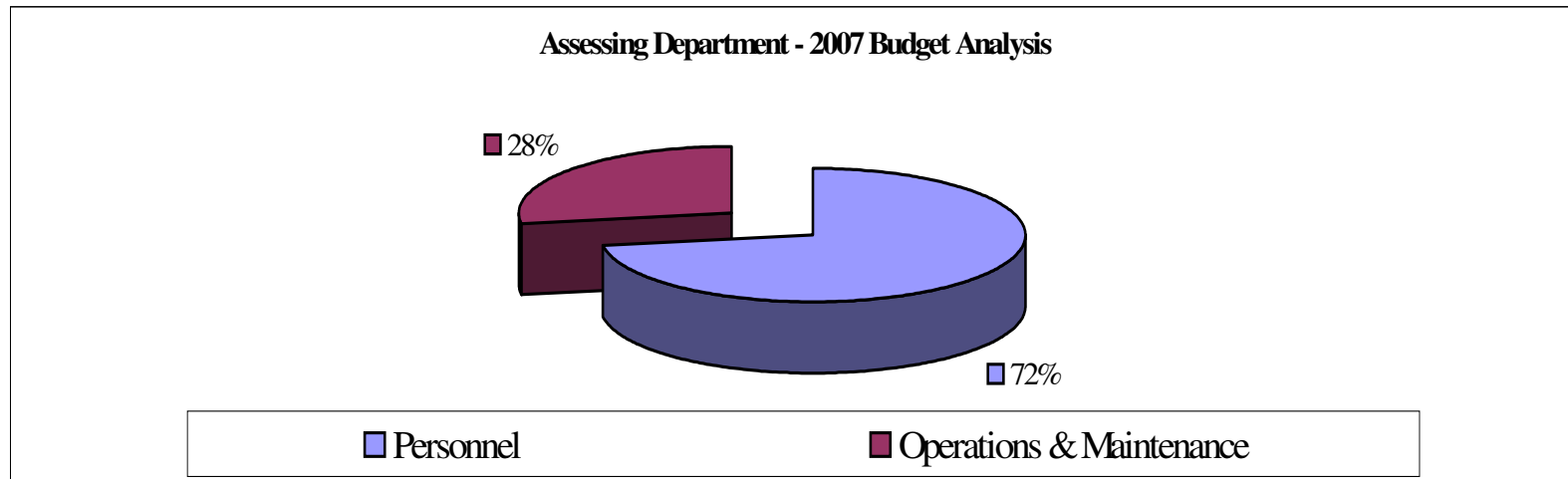
The expenditures within this department are related to the following activity centers:

- ◆ Assessor

The following graphs depict the expenditure level of these activity centers over the last 6 years.



City of Saco, Maine
Assessing Department Narrative, Continued



**Assessing Department
Expenditure Analysis**

		2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
Personnel	\$	105,643	\$ 109,417	\$ 113,944	\$ 118,857	\$ 123,891	\$ 127,259	\$ 131,724
Operations & Maintenance	\$	28,332	\$ 56,211	\$ 38,010	\$ 31,839	\$ 36,609	\$ 48,150	\$ 50,250

<u>ASSESSOR- PERSONNEL</u>		2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
500101DEPARTMENT HEAD WAGES	\$	52,286	\$ 53,711	\$ 55,271	\$ 58,355	\$ 59,960	\$ 61,594	\$ 63,750
500104COURT OFFICERS/CLERICAL WAGES	\$	53,357	\$ 55,706	\$ 58,673	\$ 60,502	\$ 63,931	\$ 65,665	\$ 67,975
Subtotal Assessor - Personnel	\$	105,644	\$ 109,417	\$ 113,944	\$ 118,857	\$ 123,891	\$ 127,259	\$ 131,724

City of Saco, Maine
Assessing Department Narrative, Continued

<u>ASSESSOR- OPERATING</u>	2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
500301OFFICE SUPPLIES	\$ 2,217	\$ 2,219	\$ 2,244	\$ 2,962	\$ 1,110	\$ 2,200	\$ 2,200
500304COMPUTER SUPPLIES	\$ 581	\$ 359	\$ 213	\$ 650	\$ -	\$ 500	\$ 500
500317MINOR EQUIPMENT	\$ 4,149	\$ 1,251	\$ 1,579	\$ 179	\$ 3,694	\$ 1,500	\$ 1,500
500322TUITION/ TRAINING	\$ 260	\$ 615	\$ 649	\$ 714	\$ 522	\$ 2,500	\$ 1,000
500325CLOTHING/BOOT ALLOWANCE	\$ 89	\$ 146	\$ 115	\$ -	\$ -	\$ 150	\$ 150
500330DUES & MEMBERSHIPS	\$ 65	\$ 30	\$ 50	\$ 50	\$ 50	\$ 300	\$ 300
500332BOOKS & MANUALS	\$ 619	\$ 539	\$ 618	\$ 1,933	\$ 2,071	\$ 1,000	\$ 2,300
500336TELEPHONE	\$ 488	\$ 469	\$ 578	\$ 506	\$ 679	\$ 500	\$ 500
500337POSTAGE	\$ 517	\$ 948	\$ 2,685	\$ 1,217	\$ 3,370	\$ 3,300	\$ 3,500
500338COPIER	\$ 351	\$ 1,277	\$ 1,232	\$ 800	\$ 587	\$ 1,500	\$ 800
500339TRAVEL	\$ 2,350	\$ 2,557	\$ 3,450	\$ 2,726	\$ 2,673	\$ 4,000	\$ 4,000
500341ADVERTISING	\$ -	\$ -	\$ 27	\$ -	\$ -	\$ 100	\$ 100
500344PRINTING	\$ 424	\$ 991	\$ 661	\$ 633	\$ 449	\$ 700	\$ 700
500360COMPUTER SOFTWARE	\$ 577	\$ 14,648	\$ 6,696	\$ 1,600	\$ -	\$ -	\$ -
500410REPAIRS/MAINTENANCE	\$ 3,903	\$ 7,203	\$ 454	\$ 691	\$ 661	\$ 500	\$ 500
500428CONTRACTED SERVICES	\$ 6,722	\$ 15,883	\$ 9,605	\$ 11,305	\$ 17,673	\$ 25,900	\$ 28,700
500439DEED SERVICES	\$ 5,021	\$ 7,076	\$ 7,154	\$ 5,873	\$ 3,070	\$ 3,500	\$ 3,500
Subtotal Assessor- Operating	\$ 28,332	\$ 56,211	\$ 38,010	\$ 31,839	\$ 36,609	\$ 48,150	\$ 50,250
Total Assessor	\$ 133,975	\$ 165,628	\$ 151,954	\$ 150,696	\$ 160,500	\$ 175,409	\$ 181,974

City of Saco, Maine Legal Department Narrative

Fiscal Year 2007 Established Goals and Objectives

The goals and objectives of the Legal Department are also established through the City Council's endorsement of the city's completed Strategic Plan. The Legal Department does not have individual strategic goals but rather supports all of the other departments in their goals if legal issues should arise.

Fiscal Year 2006 Results of Goals and Objectives

As noted above, this department does not have individual goals and objectives so there is nothing to report for last year.

Per the City of Saco, Maine Code-§ 4-24. Legal Division.

- A. There shall be a City Solicitor who shall be appointed by the City Administrator and confirmed by the City Council. The City Solicitor shall serve at the will of both the Mayor and the City Council. The City Solicitor shall serve as chief legal advisor to the Mayor and the City Council, the City Administrator and all city departments, boards, agencies, committees and commissions. The City Solicitor shall represent the city in all legal proceedings and shall perform any other duties prescribed by ordinance and law. The City Council shall have the right to employ or retain special attorneys, if it deems it to be in the best interests of the city.
- B. Duties. The City Solicitor shall:
 - (1) Draft all instruments which may be required of him/her by any ordinance or by the Mayor, City Council, City Administrator or any other city official and which, by law, custom or agreement, are to be drawn at the expense of the city.
 - (2) Prosecute or defend, as the case may be, all suits in which the city may be a party in interest; and shall do all and every professional act incident to the office which may be required of him/her by the city government or by any joint or special committee thereof or any order or ordinance of the City Council.
 - (3) Serve as chief legal advisor to the Mayor and the City Council, the City Administrator and all city department heads, boards, agencies, committees and commissions.
 - (4) Render professional advice to the overseers of the poor or other officers of the city government who may require his/her opinion on any subject touching the duties of their respective offices.
 - (5) Account for and pay over to the City Treasurer all moneys received by him/her for costs in any prosecution or defense wherein the city is or may be interested.
 - (6) Perform such additional duties as may be presented by the City Council. Nothing herein shall preclude the City Council from hiring alternate counsel as it may choose.
- C. Compensation. He/she shall receive for his/her services such compensation as the City Council may determine.

City of Saco, Maine Legal Department Narrative, Continued

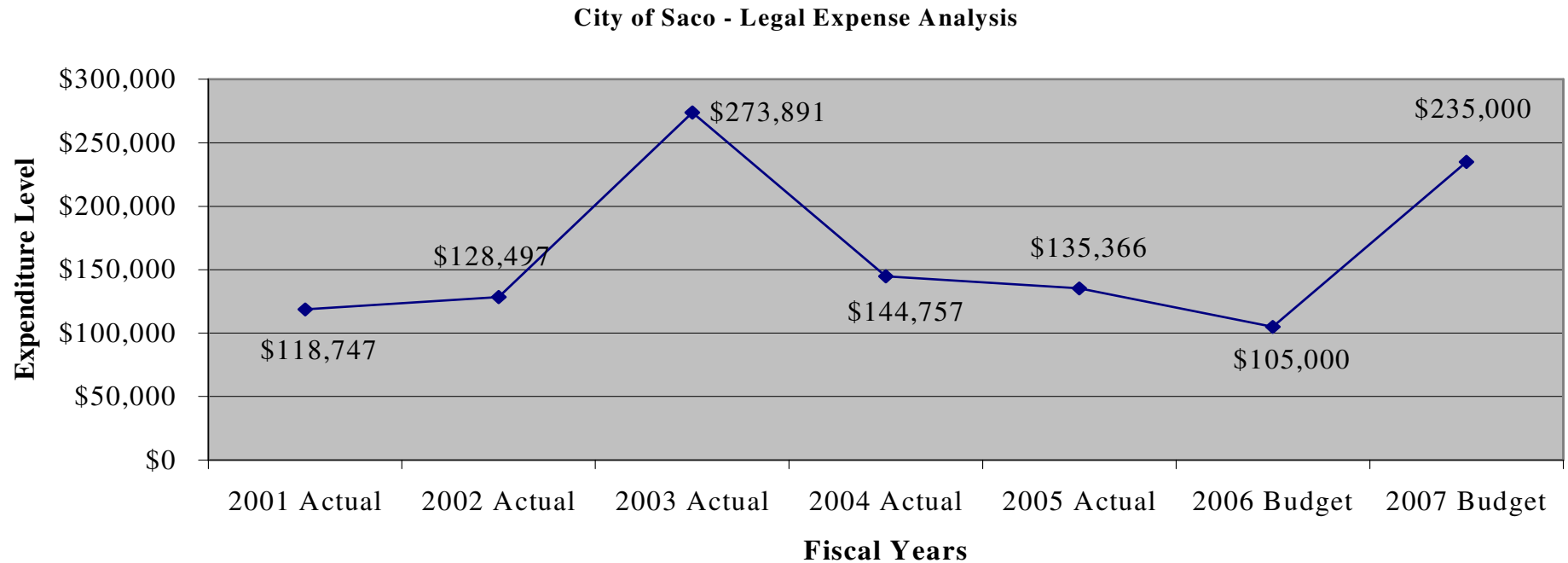
D. Annual report. The City Solicitor shall annually, before the close of the municipal year, make a report, in writing, to the City Council concerning the unfinished business in his/her Department.

Expenditures:

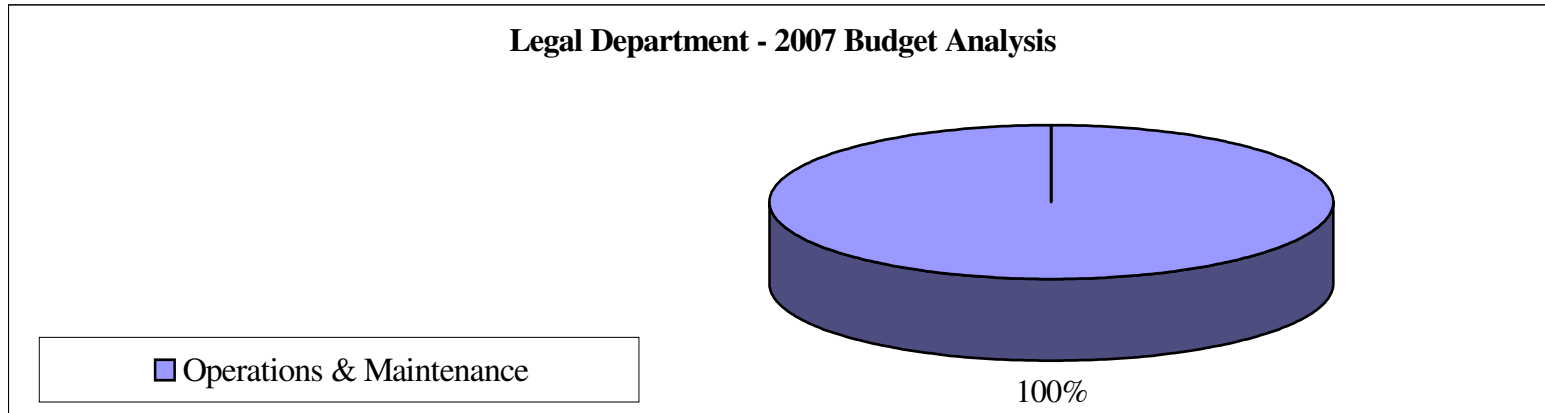
The expenditures within this department are related to the following activity centers:

- ♦ Legal

The following graphs depict the expenditure level of these activity centers over the last 6 years.



City of Saco, Maine
Legal Department Narrative, Continued



**Legal Department
Expenditure Analysis**

	2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
Operations & Maintenance \$	118,747	\$ 128,497	\$ 273,891	\$ 144,757	\$ 135,366	\$ 105,000	\$ 235,000

LEGAL		2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
500425	CONTRACTED SOLICITOR	\$ 96,544	\$ 103,486	\$ 248,201	\$ 73,012	\$ 90,748	\$ 90,000	\$ 90,000
500428	CONTRACTED SERVICES	\$ 22,203	\$ 25,011	\$ 25,690	\$ 71,745	\$ 44,618	\$ 15,000	\$ 25,000
	MERC Litigation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 120,000
	Subtotal Legal:	\$ 118,747	\$ 128,497	\$ 273,891	\$ 144,757	\$ 135,366	\$ 105,000	\$ 235,000

City of Saco, Maine Police Department Narrative

Fiscal Year 2007 Established Goals and Objectives

The goals and objectives of the Police Department were validated through the City Council's endorsement of the city's completed Strategic Plan as well as the city's Performance Measurement Policy which ties performance pay to the achievement of goals and objectives. The three fiscal year 2007 strategic objectives for the Police Department are found below. As the milestones listed for achievement are successfully completed, the boxes will be checked .

Element: Review and re-write City Code Chapter 211 (Vehicles & Traffic)
Staff Lead: Chief Bradley Paul

Related to Goal Area
Public Safety



Strategic Objective: To revise and re-write Chapter 211 and bring it into compliance with current state law concerning the enforcement of parking and traffic violations.

Implementation Milestones With Existing Resources:

- ☐ Establish working committee with representation from Public Works, Fire Department and City Council
- ☐ Research current Maine law for applicability
- ☐ Determine parameters for City Code revision
- ☐ Initial draft readied
- ☐ Draft revision to take place
- ☐ Draft revision/proposed changes brought before City Council workshop for commentary
- ☐ Proposed changes brought to full City Council meeting for enactment/action

Implementation Milestones with Additional Funding

- ☐ None at this time

City of Saco, Maine Police Department Narrative, Continued

Element: Standardization of Mutual Aid Response to Critical Incidents
Staff Lead: Chief Bradley Paul

Related to Goal Area
Public Safety



Strategic Objective: To develop clearly defined standards in conjunction with the State to promulgate the establishment, formation, and specifications concerning police response teams.

Implementation Milestones with Existing Resources:

- ☐ Coordinate with the Maine Criminal Justice Academy to contact existing teams to encourage input to discuss the topic
- ☐ Meet with the representation of all teams to establish the parameters of regulation and specification necessary to ensure that standardization is accomplished
- ☐ Establish standards, including standards for activation, selection process, qualification, documentation of response, etc...
- ☐ Encourage Maine Criminal Justice Academy adoption of standards

Implementation Milestones with Additional Funding

- ☐ None at this time

Element: Enforcement of Code Violations
Staff Lead: Chief Bradley Paul

Related to Goal Area:
Public Safety



Strategic Objective: To review codes and ordinance of the City in order to increase enforcement for violators. The focus will be on junk yards within the City in order to get them cleaned up.

Implementation Milestones with Existing Resources

- ☐ Review of Codes and ordinances currently in place that relate to enforcement of violations
- ☐ Review current enforcement plan for violators
- ☐ Bring code and ordinance changes to City Council, if needed to increase enforcement—especially of target areas

Implementation Milestones with Additional Funding

- ☐ None at this time

City of Saco, Maine Police Department Narrative, Continued

Fiscal Year 2006 Results of Goals and Objectives

Element: Adoption of National Incident Management System
Staff Lead: Chief Bradley Paul

Related to Goal Area
Public Safety



Strategic Objective: To bring the Public Safety Departments into compliance with the National Incident Management System as mandated by the federal government

Implementation Milestones With Existing Resources:

- ✓ Examine the availability and cost of outside instructors
- ✓ Evaluate the potential and cost of training current staff to conduct training
- ✓ Expand the use of online training to augment instruction
- ✓ Assemble planning team to coordinate the response of the City Public Works Department, Police Department, Fire Department and Emergency Management Agency
- ✓ Response policies are reviewed for compliance and amended where necessary
- ✓ Train all supervisors in ICS and NIMS; and other personnel in NIMS Awareness
- ✓ Conduct preliminary/tabletop exercises
- ✓ Full scale response involving all affected agencies conducted from the Emergency Operations Center

Implementation Milestones with Additional Funding

- ☐ None

Element: Review and re-write City Code Chapter 211 (Vehicles and Traffic)
Staff Lead: Chief Bradley Paul

Related to Goal Area
Public Safety



Strategic Objective: To revise and rewrite Chapter 211 and bring it into compliance with current State law concerning the enforcement of parking and traffic violations

Implementation Milestones with Existing Resources:

- ☐ Establish working committee with representation from Public Works and Fire Department and Council (TSC?)
- ☐ Research current Maine law for applicability
- ☐ Determine parameters for City code revision
- ☐ Initial draft readied
- ☐ Draft revision takes place
- ☐ Draft revision/proposed changes brought before Council workshop for commentary
- ☐ Proposed changes brought to full Council meeting for enactment/action

Implementation Milestones with Additional Funding

- ☐ None

City of Saco, Maine Police Department Narrative, Continued

Element: Dispatch Consolidation
Staff Lead: Chief Bradley Paul

Related to Goal Area:
Public Safety



Strategic Objective: To evaluate options available to the City regarding its dispatch services and develop and implement changes necessary to resolve this issue.

Implementation Milestones with Existing Resources

- ✓ Examine report prepared by SSI to evaluate findings and conclusions
- ✓ Determine which alternatives exist which best meet Saco's future needs
- ✓ Conduct preliminary discussions with other entities/communities we may partner with to provide dispatching services
- ✓ Bring matter before Council for consideration and possible action (**Not dispatch consolidation but rather Public Safety Answering Point (PSAP) consolidation with Biddeford**)

Implementation Milestones with Additional Funding

If appropriate, budget for capital changes needed to fulfill wishes of the Council

***Mission Statement: With dedication, pride and commitment,
we serve in partnership with our citizens to provide a safer, healthier and peaceful
environment.***

Department Service Delivery Goals:

- 1) To make our community safer by responding to citizen complaints of speeding vehicles in specific neighborhoods through the thoughtful and creative allocation of sufficient resources with the goal of increasing compliance with posted speed limits.

The majority of calls for Police service involve traffic stops, thus the department intends to address this issue with a specific program geared to re-educating drivers to obey speed limits through deterrence. This program was developed to address an increasing number of complaints from the public regarding the volume of traffic and its speed. Its unique approach includes before-and-after assessments conducted with the aid of an automated traffic recorder to accurately tabulate traffic speed and peak usage times.

- 2) To reduce the amount of time between the initial report of an incident of domestic violence and the arrival of officers on-scene to provide intervention and support to victims.

Rapid police response to domestic violence incidents can often be a primary factor in keeping victims safe and preventing further injury to victims and family members. It also ensures quick and effective intervention and coordination of services, important measures in reducing recidivism and assuring successful prosecution for perpetrators.

City of Saco, Maine Police Department Narrative, Continued

3) To improve officer/citizen relationships by increasing the number of non-enforcement contacts between uniformed officers and citizens. *Increasing the comfort and trust levels between citizens and their police department can best occur in non-enforcement situations. We encourage “positive community contacts” as a mechanism to provide an atmosphere that builds relationships between officers and the community they serve.*

Performance Data: The measures used by the Police Department to gauge their performance in achieving these goals are as follows:

1) To reduce speeding violations in a targeted neighborhood by 20% following the implementation of a remediation effort as compared to the number of violations documented prior to the implementation of the plan (Service Delivery Goal 1). *The Saco Police Department deployed the Selective Traffic Enforcement Program (STEP) at four different locations this past year (one in each quarter). These locations were chosen based upon several factors: citizen complaints, traffic volume, officer observations, and the proximity of the location to major traffic arteries.*

A one-week evaluation period during which traffic was discreetly monitored by the automated traffic recorder (ATR) initiated the program. This was followed by a two week enforcement/education period, which included increased officer presence, enforcement efforts and heightened visibility. After the culmination of this enforcement effort, traffic was again monitored with the ATR to measure impact. The results are shown below:

Location	Pre-Step Compliance	Post-Step Compliance	Change in Percentage
Franklin Street	43%	56%	13%
Jenkins Road	60%	67%	7%
Ferry Road	91%	91%	no change
Maple Street	30%	25%	-5%

The results from these efforts are not easily categorized, but will provide the basis for much further study. Some empirical analysis would seem to suggest that in an area where the overwhelming majority of traffic is already compliant (Ferry Road), additional efforts might not significantly impact traffic movement.

The Maple Street program, may suggest that the majority of traffic travels at a speed that conditions allow it to “feel safe” at, and perhaps a speed limit adjustment should be considered. This conclusion has been supported by other information, but we are currently analyzing our resources input—officer time, visibility, and publicity—to determine what effect they may have. As this year progresses we will add to our research base to steer our continued efforts to make our community a safer place to live.

2) To arrive at the scene of a reported domestic disturbance within five minutes at least 80% of the time (Service Delivery Goal 2). *According to our statistics, the Police Department response time averaged 3.4 minutes during 2005. This represents an improvement of approximately 35% over 2004 average response time (5.23 minutes). Similarly impressive was an improvement in the number of times we arrive on-scene within 5 minutes of being dispatched, from the 2004 figure of 65%, to 80% this year. We are pleased with this achievement, as it translates into increased safety for victims and their families.*

City of Saco, Maine Police Department Narrative, Continued

City of Saco Police Department Domestic Violence Response Data				
Month	# of complaints	# responded < 5 minutes	% meeting goal	average response
January	13	11	85 %	2.90 minutes
February	11	10	91 %	3.60 minutes
March	12	9	75 %	2.80 minutes
April	10	9	90 %	2.70 minutes
May	8	6	75 %	1.90 minutes
June	7	5	71 %	3.50 minutes
July	7	7	100 %	2.20 minutes
August	6	5	83 %	3.90 minutes
September	8	6	75 %	5.50 minutes
October	10	8	80 %	3.80 minutes
November	8	4	50 %	4.30 minutes
December	13	10	77 %	3.20 minutes
TOTAL -2005	113	90	80 %	3.40 minutes
TOTAL -2004	121	79	65 %	5.23 minutes

- 3) Officers achieve and maintain an average of at least one positive community contact per week during the year (Service Delivery Goal 3).

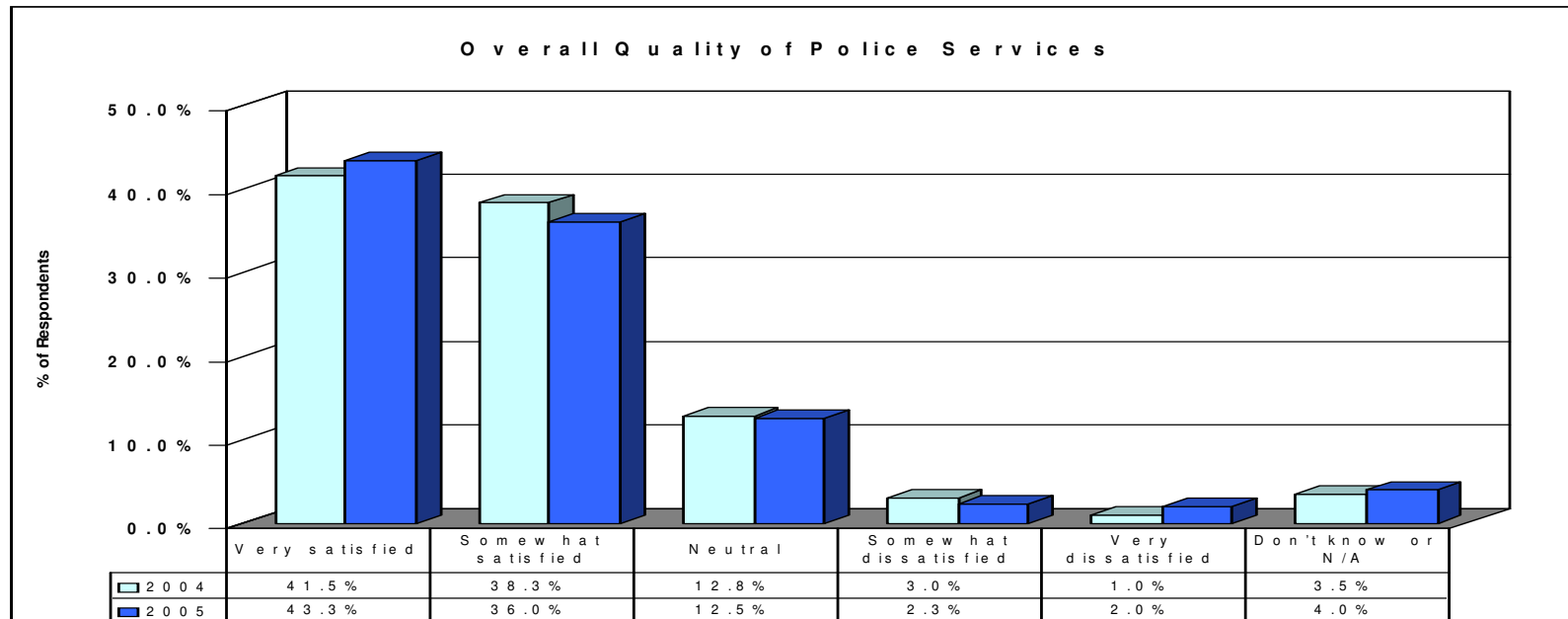
City of Saco Police Department Report of Positive Community Contacts

	Total Contacts	Contacts per Officer	Weekly Average Per Officer
2004	921	41.8	0.81
2005	571	25.9	0.49

Upon reviewing the standards being utilized by officers for tabulating a Positive Community Contact, it was discovered that while all contacts were of a positive nature, the tallying of such contacts was overstating results last year and much of this year. Adjustments were made and are certainly responsible for the decline, especially in the last quarter. As well, included in the total officer tally are supervisory personnel. The philosophy of the initiative is to encourage patrol officers in becoming closer to citizens in their assigned areas. Sergeants' and corporals' availability is adversely impacted by a myriad of administrative and supervisory tasks so this goal is more of a challenge for them to achieve. Adjusting our goal to more accurately reflect this situation may be more realistic.

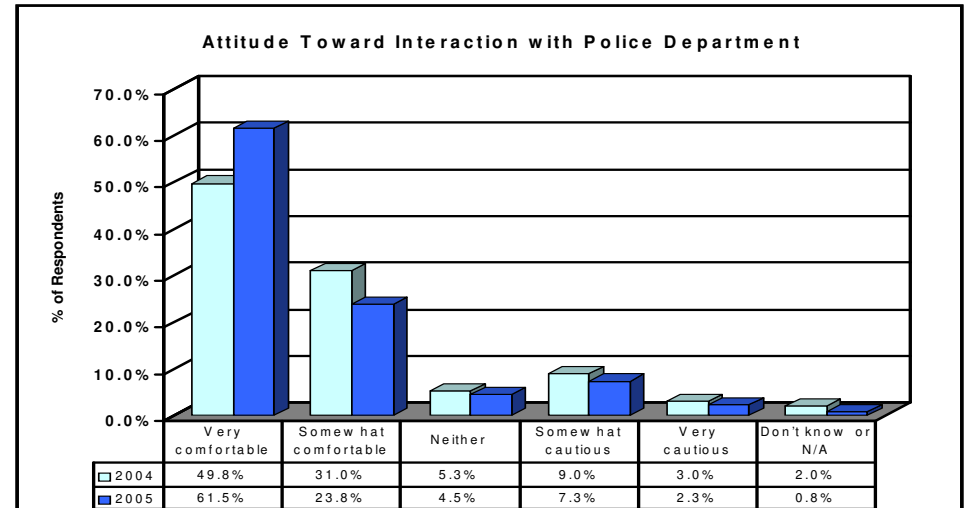
City of Saco, Maine Police Department Narrative, Continued

Citizen Survey: The Police Department is again rated quite positively for overall service delivery performance by citizens surveyed, with a mean rating of 4.21 (4.2 in FY 2004) on a scale of 1 to 5 where 1 means “very dissatisfied” and 5 means “very satisfied.” Almost 80% of total respondents were “very satisfied” or “somewhat satisfied,” while just over 4% were “somewhat dissatisfied” or “very dissatisfied.”



Additionally, when asked about interacting with the Saco Police Department, over 85% of citizens surveyed responded that they would feel “very comfortable” or “somewhat comfortable.” Just 7.3% responded they would feel “somewhat cautious” and only 2.3% responded they would feel “very cautious,” while 4.5% were “neutral” and only .8% had no opinion. This is even better than last year’s quite positive rating on interaction, and is encouraging in light of the problems with the positive community contact data reported herein.

As with last year, when asked about specific three areas of Police performance, the ratings were somewhat lower, especially in the one area of “enforcement of local traffic laws,” where citizens surveyed had a mean response of 3.75 using the 1 to 5 scale.



City of Saco, Maine Police Department Narrative, Continued

		1 – Very dissatisfied	2 – Somewhat dissatisfied	3 – Neutral	4 – Somewhat satisfied	5 – Very satisfied	Don't know	Mean Response
Neighborhood policing, including domestic violence prevention	2004	1.3%	2.8%	11.5%	26.5%	22.8%	35.3%	4.03
	2005	3.3%	3.5%	19.0%	25.5%	25.5%	23.3%	3.87
The City's overall efforts to prevent crime	2004	1.0%	2.0%	14.5%	44.8%	28.8%	9.0%	4.08
	2005	1.0%	3.3%	14.3%	43.8%	28.0%	9.8%	4.05
The enforcement of local traffic laws	2004	2.8%	10.3%	20.8%	37.8%	25.5%	3.0%	3.75
	2005	4.8%	8.3%	18.5%	38.5%	25.8%	4.3%	3.75

The rating of “Neighborhood Policing, including domestic violence prevention” (with a mean response of 3.87), was influenced again by a high percent of respondents who answered “don’t know.” Regardless, the decline in positive rating for fiscal year 2005 on this aspect of performance is worth noting for department study, especially in light of the improved response time police have achieved in domestic violence issues. Across most of these dimensions on satisfaction ratings, the older citizens of Saco tended to rate the Police Department more favorably, a pattern seen elsewhere in responses to the citizen survey.

This year the department intends to continue to focus on citizen’s concerns with traffic problems though its STEP Program. The department also intends to make conscious efforts to better communicate to the public the departmental successes, as well as general safety information through message boards, the media, and the reverse 911 system. In this way, the department hopes to improve its standing in the community as much as possible.

Per the City of Saco, Maine Code-§ 4-16. Police Department.

A. Establishment.

- (1) There shall be a Police Department, the head of which shall be the Police Chief. The Chief of Police shall be appointed by the City Administrator and confirmed by the City Council. There shall also be a Harbor Master and a Canine Control Officer, who shall be directly responsible to the Chief.
- (2) The number of regular policemen shall be determined by the City Council, and each policeman shall be appointed by the City Administrator after hearing recommendations from the Police Chief. Special policemen shall have all the powers vested in the regular city policemen. The special policemen shall, however, serve only when and as specifically required by the Police Chief whenever called upon, as the City Administrator may determine. No special policeman shall be on duty as a special policeman at any time or place without being ordered to do so by the Police Chief.

City of Saco, Maine
Police Department Narrative, Continued

B. Duties of the Police Chief. The Police Chief shall be the commanding officer of the police force.

(1) The Chief shall:

- (a) Be responsible for the enforcement of law and order.
- (b) Direct the police work of the city.
- (c) Arrange for the attendance of one or more police officers at every fire, to preserve order and to prevent theft and destruction of property, at the request of the Fire Chief.
- (d) Cause the streets, ways and lands of the city to be inspected regularly and cause the removal of all nuisances, obstructions or impediments therein, causing offenders to be prosecuted when necessary to abate such nuisances.
- (e) Cause to be observed and reported immediately to the Street Superintendent all defects and repairs required in streets and sidewalks.
- (f) Receive and deliver all notices and papers to members of the City Council and to the City Administrator and officers appointed by either, when requested by the City Clerk or the City Administrator, and make due return thereof.
- (g) Be responsible for the maintenance and care of all property used by the Police Department.
- (h) Investigate or cause to be investigated the cause and circumstances of any accident for which the city may be liable instruct all police officers to report to him/her such accidents and notify the City Administrator promptly of all such accidents. Whenever the attention of any police officer shall, in any manner, have been called to any accident for which the city may be liable, it shall be the duty of such police officer forthwith to communicate such facts and information as he/she may have to the Police Chief.
- (i) Investigate promptly all applicants for any license or permit when application requires certification by the Police Chief and either deliver promptly to the City Clerk a certificate approving such license or permit or promptly advise, in writing, the City Clerk of his/her refusal to so certify.
- (j) Be responsible for the sound fiscal management of his/her Department.

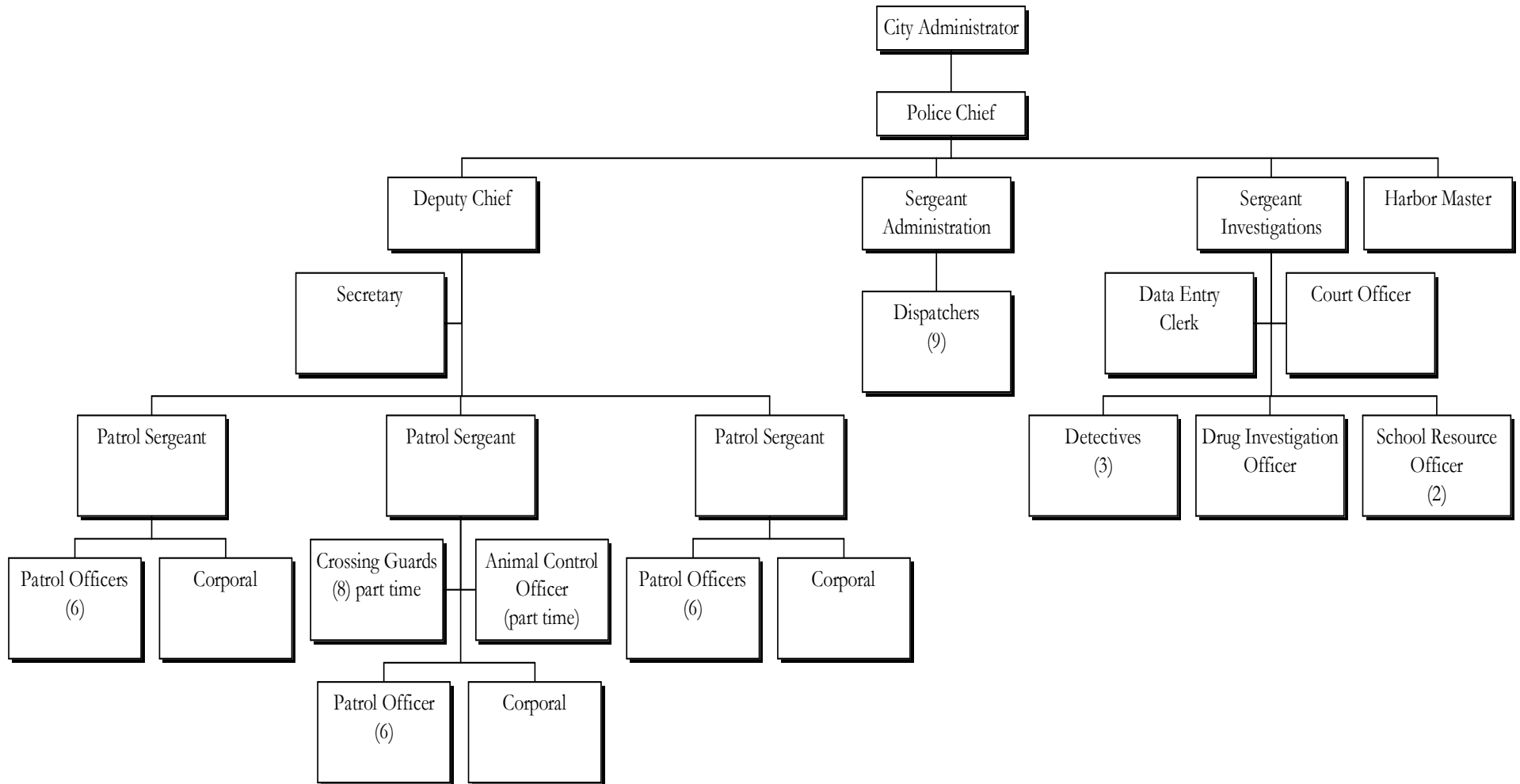
(2) The Chief of Police is authorized to represent the city in District Court in the prosecution of alleged violations of those ordinances which the Police Department is empowered to enforce, if he is duly certified in accordance with 25 M.R.S.A. § 2803, Subsection 3A. EN The Chief of Police may designate any officer under his command to perform this prosecutorial function, if that officer is certified under 25 M.R.S.A. § 2803, Subsection 3A.

C. Canine Control Officer. The Police Chief shall, with the approval of the City Administrator, designate one or more persons to be titled "Canine Control Officer," whose duties shall be to enforce state and local laws regarding dogs.

D. Harbor Master. The City Administrator shall appoint a Harbor Master. It shall be the duty of the Harbor Master to enforce the rules and regulations enacted by the City Council or the State of Maine for the keeping of convenient channels for the passage of vessels in the harbors and waterways located in the City of Saco and the supervision of the boundary lines of such portions of the harbors as assigned for anchorage by the City Council; and to enforce the laws of the State of Maine and Coast Guard regulating the operation of motor vessels.

**City of Saco, Maine
Police Department Narrative, Continued**

**City of Saco
Organizational Chart
Police Department**



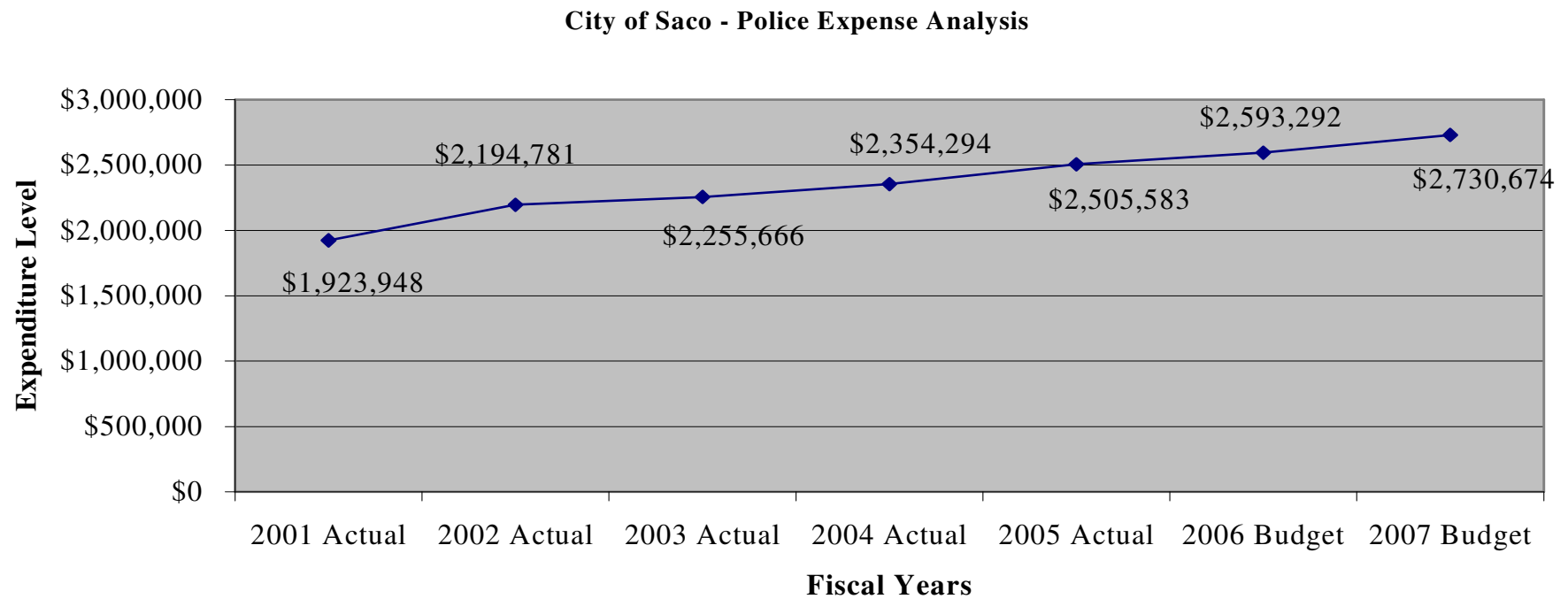
City of Saco, Maine Police Department Narrative, Continued

Expenditures:

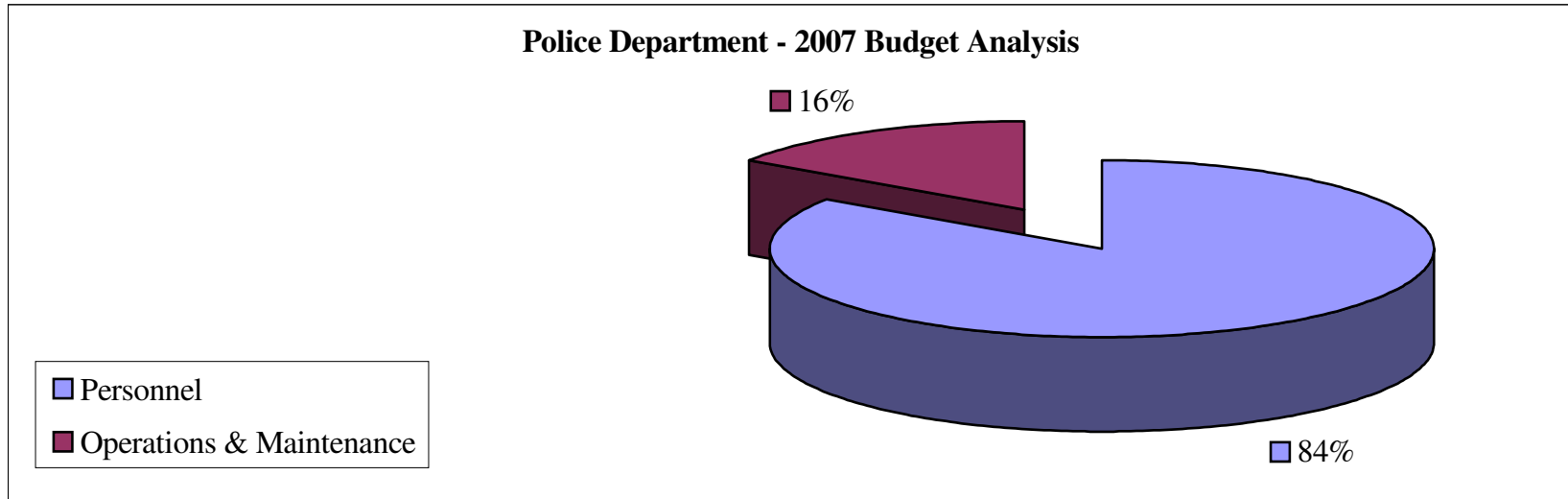
The expenditures within this department are related to the following activity centers:

- Central Dispatch
- Police

The following graphs depict the expenditure level of these activity centers over the last 6 years.



**City of Saco, Maine
Police Department Narrative, Continued**



Police Department Expenditure Analysis

		2001	2002	2003	2004	2005	2006	2007
		Actual	Actual	Actual	Actual	Actual	Budget	Budget
Personnel	\$	1,629,629	\$ 1,844,186	\$ 1,878,759	\$2,008,962	\$2,128,162	\$2,188,843	\$2,304,312
Operations & Maintenance	\$	309,919	\$ 350,595	\$ 376,907	\$ 345,332	\$ 377,421	\$ 404,449	\$ 426,362

City of Saco, Maine
Police Department Narrative, Continued

CENTRAL DISPATCH- PERSONNEL		2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
500107	DISPATCHER WAGES	\$ 242,821	\$ 268,603	\$ 290,943	\$ 313,884	\$ 326,658	\$ 345,478	\$ 353,598
500114	OVERTIME	\$ 24,450	\$ 30,748	\$ 36,828	\$ 42,795	\$ 39,741	\$ 37,000	\$ 40,000
Subtotal Central Dispatch- Personnel		\$ 267,272	\$ 299,351	\$ 327,771	\$ 356,679	\$ 366,399	\$ 382,478	\$ 393,598
POLICE- PERSONNEL		2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
500101	DEPARTMENT HEAD WAGES	\$ 62,951	\$ 66,317	\$ 63,946	\$ 67,467	\$ 70,495	\$ 71,687	\$ 75,801
500102	SUPERVISORY WAGES	\$ 53,932	\$ 56,613	\$ 63,373	\$ 89,037	\$ 137,376	\$ 64,976	\$ 69,126
500104	COURT OFFICER/CLERICAL WAGES	\$ 63,703	\$ 66,600	\$ 63,468	\$ 68,878	\$ 79,179	\$ 75,612	\$ 78,602
500105	POLICE INVESTIGATORS	\$ 389,396	\$ 429,967	\$ 347,700	\$ 431,213	\$ 414,063	\$ 552,077	\$ 574,101
500106	POLICE PATROLMEN	\$ 467,885	\$ 595,040	\$ 615,374	\$ 673,641	\$ 764,880	\$ 725,312	\$ 814,293
500108	CROSS GUARDS/ANIMAL CONTROL	\$ 48,745	\$ 46,574	\$ 49,290	\$ 56,855	\$ 62,921	\$ 62,737	\$ 64,792
500109	COPS GRANT OFFICERS	\$ 89,839	\$ 75,414	\$ 74,643	\$ 28,165	\$ -	\$ 41,964	\$ -
500114	OVERTIME	\$ 157,602	\$ 198,988	\$ 219,812	\$ 236,339	\$ 227,227	\$ 185,000	\$ 200,000
500115	HOLIDAY PAYMENTS	\$ 17,994	\$ -	\$ 45,085	\$ -	\$ -	\$ 22,000	\$ 22,000
500116	OUTSIDE ASSIGNMENTS	\$ 10,310	\$ 9,322	\$ 8,297	\$ 688	\$ 5,622	\$ 5,000	\$ 12,000
Subtotal Police Personnel		\$ 1,362,358	\$ 1,544,835	\$ 1,550,988	\$ 1,550,988	\$ 1,761,763	\$ 1,806,366	\$ 1,910,714

City of Saco, Maine
Police Department Narrative, Continued

POLICE - OPERATING			2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
500301	OFFICE SUPPLIES	\$	2,263	\$ 3,692	\$ 10,915	\$ 2,115	\$ 5,702	\$ 4,500	\$ 4,500
500302	GENERAL SUPPLIES	\$	2,320	\$ 1,754	\$ 2,100	\$ 1,109	\$ 950	\$ 1,600	\$ 3,350
500304	COMPUTER SUPPLIES	\$	5,453	\$ 14,322	\$ 10,637	\$ 3,124	\$ 2,955	\$ 5,000	\$ 8,750
500308	CLEANING SUPPLIES	\$	1,694	\$ 1,430	\$ 1,931	\$ 1,931	\$ 2,024	\$ 2,000	\$ 2,000
500313	HEATING FUEL	\$	5,827	\$ 8,261	\$ 7,790	\$ 9,370	\$ 11,935	\$ 9,600	\$ 13,000
500317	MINOR EQUIPMENT	\$	29,553	\$ 20,155	\$ 33,810	\$ 19,235	\$ 24,526	\$ 28,450	\$ 28,250
500319	GAS & OIL	\$	23,041	\$ 12,570	\$ 21,652	\$ 26,371	\$ 36,541	\$ 27,600	\$ 33,120
500320	CITY VEHICLE REPAIRS	\$	14,642	\$ 19,829	\$ 16,924	\$ 23,828	\$ 20,914	\$ 22,000	\$ 22,000
500322	TUITION / TRAINING	\$	6,738	\$ 18,638	\$ 14,760	\$ 18,402	\$ 16,425	\$ 20,000	\$ 20,000
500324	UNIFORMS/SAFETY EQUIPMENT	\$	13,945	\$ 24,575	\$ 23,312	\$ 20,192	\$ 28,659	\$ 26,500	\$ 27,500
500325	CLOTHING/BOOT ALLOWANCE	\$	1,560	\$ 1,770	\$ 1,420	\$ 2,949	\$ 1,839	\$ 2,800	\$ 2,900
500330	DUES & MEMBERSHIP	\$	200	\$ 300	\$ 557	\$ 428	\$ 460	\$ 500	\$ 500
500332	BOOKS & MANUALS	\$	1,219	\$ 1,080	\$ 3,109	\$ 1,362	\$ 2,053	\$ 2,500	\$ 2,000

City of Saco, Maine
Police Department Narrative, Continued

		2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
500333	ELECTRICITY	\$ 37,200	\$ 35,725	\$ 31,369	\$ 26,441	\$ 26,571	\$ 33,000	\$ 33,000
500334	WATER	\$ 1,728	\$ 965	\$ 974	\$ 1,155	\$ 1,108	\$ 1,500	\$ 1,500
500336	TELEPHONE	\$ 13,824	\$ 24,913	\$ 28,122	\$ 24,401	\$ 28,745	\$ 31,446	\$ 34,807
500337	POSTAGE	\$ 993	\$ 1,378	\$ 987	\$ 995	\$ 1,249	\$ 1,800	\$ 1,800
500338	COPIER	\$ 1,320	\$ 3,234	\$ 1,636	\$ 1,275	\$ 1,466	\$ -	\$ -
500339	TRAVEL	\$ 1,100	\$ 1,030	\$ 4,266	\$ 6,929	\$ 4,781	\$ 5,000	\$ 5,000
500344	PRINTING	\$ 1,133	\$ 2,341	\$ 1,220	\$ 1,432	\$ 3,650	\$ 2,000	\$ 2,000
500350	FURNITURE & FIXTURES	\$ 199	\$ 2,694	\$ 2,288	\$ 1,469	\$ 3,775	\$ 3,750	\$ 4,105
500351	BUILDING REPAIRS & MAINTENANCE	\$ 11,778	\$ 6,380	\$ 12,720	\$ 11,668	\$ 9,793	\$ 18,000	\$ 15,000
500354	RENTAL EQUIPMENT	\$ 5,112	\$ 10,480	\$ 5,498	\$ 5,216	\$ 1,208	\$ 1,600	\$ 1,600
500360	COMPUTER SOFTWARE	\$ -	\$ -	\$ -	\$ 100	\$ 1,549	\$ 3,000	\$ 4,000
500394	MEDICAL	\$ 756	\$ 2,306	\$ 610	\$ 3,000	\$ 1,883	\$ 2,000	\$ 2,200
500410	REPAIRS/MAINTENANCE	\$ 34,102	\$ 30,179	\$ 31,570	\$ 34,466	\$ 39,493	\$ 38,803	\$ 48,387
500411	ELECTRONIC EQUIPMENT REPAIR	\$ 2,963	\$ 21,803	\$ 9,588	\$ 10,041	\$ 11,753	\$ 11,000	\$ 11,500
500428	CONTRACTED SERVICES	\$ 11,517	\$ 12,868	\$ 32,417	\$ 20,108	\$ 18,105	\$ 31,000	\$ 23,093
500501	CRUISERS	\$ 62,136	\$ 66,023	\$ 64,725	\$ 66,863	\$ 67,309	\$ 67,500	\$ 70,500
		<hr/>						
	Subtotal Police- Operating	\$ 294,318	\$ 350,595	\$ 376,907	\$ 345,332	\$ 377,421	\$ 404,449	\$ 426,362
		<hr/>						
	Total Police Department	\$ 1,923,948	\$ 2,194,781	\$ 2,255,666	\$ 2,354,294	\$ 2,505,583	\$ 2,593,293	\$ 2,730,674
		<hr/>						

City of Saco, Maine

Fire Department Narrative

Fiscal Year 2007 Established Goals and Objectives

The goals and objectives of the Fire Department were validated through the City Council's endorsement of the city's completed Strategic Plan as well as the city's Performance Measurement Policy which ties performance pay to the achievement of goals and objectives. The three fiscal year 2007 strategic objectives for the Fire Department are found below. As the milestones listed for achievement are successfully completed, the boxes will be checked.

Element: Department Realignment
Staff Lead: Chief A. Murphy

Related to Goal Area
Public Safety



Strategic Objective: To realign department responsibilities to gain additional efficiencies and improve accountability.

Implementation Milestones with Existing Funding

- ☒ Examine duties and associated workload to determine best assignment to better balance and maximize efficiency
- ☒ Write annual plan based on 2007 budget
- ☒ Change Deputy Chief responsibilities from including running as Officer in Charge
- ☒ Increase overtime budget to cover additional costs
- ☒ Change contract to allow an appointed training assistant and Emergency Medical Service Coordinator
- ☒ Write job description, interview, and appoint training assistant for both career and call divisions
- ☐ Write job description, interview, and appoint EMS coordinator
- ☒ Seek council approval and funding in 2007 budget for 4 additional employees if SAFER Grant can be obtained
- ☒ Write SAFER Grant and if successful hire 4 additional employees
- ☐ If SAFER Grant is unsuccessful, present alternative plan of 1 new employee per year for the next 4 years using City share of SAFER Grant
- ☐ Negotiate innovative manpower pool for new employee hours to maximize efficiency and savings until fully staffed
- ☒ Increase administrative assistant responsibilities
- ☐ Work on implementing improvements suggested in annual plan

Implementation Milestones with Additional Funding

- ☐ Continue hiring process if necessary

City of Saco, Maine Fire Department Narrative, Continued

Element: Mutual aid response equitability
Staff Lead: Chief A. Murphy

Related to Goal Area
Public Safety



Strategic Objective: To examine mutual aid responses and their impact on future service delivery.

Implementation Milestones with Existing Funding

- ✓ Examine data collection methods and accuracy
- ✓ Extract calendar year 2005 run data and bench mark improvement toward meeting set calendar year 2005 goals
- ✓ Meet individually with Saco City Administrator and discuss data and how it affects Saco Fire Department
- ✓ Meet with area chiefs and discuss calendar year 2005 data
- ✓ Area chiefs meet with area City Administrators and discuss findings
- ☐ Discuss possible solutions for improvement
- ✓ Discuss with City Administrators their vision of area fire service
- ☐ Plan to meet their future vision

Implementation Milestones with Additional Funding

None at this time until plan is completed

Element : Write a 10 year capital plan for the fire department
Staff Lead: Chief A. Murphy

Related to Goal Area
Public Safety



Strategic Objective: To develop a 10 year capital plan to provide a planning tool for apparatus replacement, facility requirements and placement, and capital expenditures

Implementation Milestones with Existing Funding

- ✓ List property meeting established city definition of capital items
- ✓ Define life expectancy of apparatus and equipment based on historical data
- ✓ Write apparatus plan to meet city requirement with fewest number of vehicles
- ☐ Write apparatus replacement schedule with projected associated costs
- ☐ Write equipment replacement schedule with associated costs
- ☐ Gain access to city GIS for distance evaluation
- ✓ Begin call analysis based on IMC district
- ☐ Establish capacity for IMC plotting calls on city GIS if possible
- ☐ Perform response time analysis by district
- ☐ Examine station location and number based on 4 minutes response time goal
- ☐ Determine maximum usefulness of current Central Station

Implementation Milestones with Additional Funding

None at this time.

City of Saco, Maine Fire Department Narrative, Continued

Fiscal Year 2006 Results of Goals and Objectives

Element: Vehicle Exhaust Capture and Removal Systems

Staff Lead: Chief A. Murphy Deputy Dube Deputy Duross

Strategic Objective: To install vehicle exhaust capture and removal systems for Central Station, Bayview Station, and North Saco Station.

Related to Goal Area

Infrastructure and Capital Development and Maintenance



Implementation Milestones with Existing Funding

- ✓ **Milestone:** Secure Federal money under Fire Act Grant
- ✓ **Milestone:** Perform historic review of Central Station to meet grant requirements
 - 1 Provide information on building history including original constructions blueprints
 - 2 research and provide information on all interior and exterior renovations since construction
 - 3 Provide information on how exhaust system may change the character of building and neighborhood
 - 4 Show photographically where system will be installed and termination points
 - 5 Provide schematics of possible terminations
- ✓ **Milestone:** Seek Council permission to proceed with projects
- ✓ **Milestone:** Write request for proposals with minimum technical specifications
 - 1 Meet with possible vendors about specific systems available
 - 2 Write requests for proposals based on available technology
- ✓ **Milestone:** Evaluate proposals based on cost, quality, and service
 - 1 Review bids and select vendor
 - 2 Change coverage depending on cost and available funding
- ✓ **Milestone:** Award bid and sign contract
 - 1 If applicable select local electrician for electrical portion
 - 2 Complete work and sign off
- ✓ **Milestone:** Submit for government payment and close grant
 - 1 Submit and track city reimbursement
 - 2 Submit final grant report and prepare for federal audit
 - 3 Close grant

Implementation Milestones with Additional Funding

All equipment has been installed and personnel have been trained on its use. The bills have been paid and the grant has been audited. **Goal Completed**

Element: : Implement Federally required National Incident Management System

Staff Lead: Chief A. Murphy Deputy Duross

Strategic Objective: Post 9/11 the Federal Government requires all agencies receiving federal grants to implement the National Incident Management System. This will allow better coordination on incidents with multi-agency responses.

Related to Goal Area

Public Safety



- ✓ **Milestone:** Determine method of instruction
 - 1 Examine 3rd party availability and cost of 3rd party instructors such as LEPC
 - 2 Examine benefit and qualification of in-house instructors
 - 3 determine instruction method with consideration to: overtime, tuition, instructor availability and qualification, and certification duration

Combination of train the trainer as well as LEPC instructor

- ✓ **Milestone:** Review and revise all applicable policies and procedures that apply to incident command
 - 1 Review the following policies: organization chart, first to arrive duties, personnel accountability system, 2 in 2 out, rapid intervention teams, May day policy, command response to May day, incident command system, command post procedures, hazard materials policy, and hazardous materials special operations **First review completed waiting for reply from Biddeford and OOB**
 - 2 Make appropriate changes
 - 3 Coordinate and regionalize changes
 - 4 After simulated and real training make any required changes
 - 5 Make changed policies available to all personnel
- ✓ **Milestone:** Course Delivery
 - 1 Schedule and train entire career force and officers
 - 2 Schedule and train entire call department and officers
 - 3 Coordinate with Police Department to train all dispatchers

City of Saco, Maine Fire Department Narrative, Continued

Deputy Duross trained career and call department. S Boucoualas will train dispatchers

- ❑ **Milestone:** Implementation by simulation
 - 1 Conduct tabletop exercises 2 Revise as needed
- ❑ **Milestone:** Implementation by live fire burns
 - 1 Conduct live fire burns practicing coordinated fire attack while using NIMS **Live burns scheduled in May were canceled due to weather**
- ❑ **Milestone:** Finalize changes

Implementation Milestones with Additional Funding None

Element: Continue to improve Central Station facilities

Staff Lead: Chief A. Murphy Deputy Dube

Related to Goal Area

Infrastructure and Capital Development and Maintenance



Strategic Objective: To expand and remodel the Central Station kitchen ourselves

Implementation Milestones with Existing Funding

Kitchen Expansion and remodeling

- ✓ **Milestone:** Do a size and function needs assessment
 - 1 Form committee with Local 2300 and determine size and function need 2 Develop kitchen layout
 - 3 Plan for hood system, gas utility, appliance need 4 Develop a preliminary budget
- ✓ **Milestone:** Determine if wall to be moved is load bearing
 - 1 Photograph area from attic showing load bearing structures 2 Confer with local engineer
 - 3 Develop removal plan
- ✓ **Milestone:** Do asbestos study
 - 1 Identify what and how much wall and flooring must be removed 2 Secure asbestos abatement company to assist
 - 3 Secure samples and send for testing 4 Review results and determine how much project will require an abatement process
- No asbestos containing material present**
- ✓ **Milestone:** Seek Council approval to accept union gift and authorize project
 - 1 Take preliminary information to workshop
- ✓ **Milestone:** Relocate kitchen on temporary basis
 - 1 Move entire kitchen contents into meeting room 2 Secure electrician to Wire temporary connections
 - 3 Build temporary sink area 4 Build temporary kitchen
- ✓ **Milestone:** Do demolition phase
 - 1 If possible have firefighters perform demolition 2 If required have abatement company perform demolition of ACM material
 - 3 Have firefighters finish demolition
- Wall Demolition done by Chief Officers rest of demolition done by firefighters
- ✓ **Milestone:** Construct kitchen
 - 1 Build new wall and ceiling 2 Install new cabinetry
 - 3 Install new cabinet tops 4 Install appropriate hood ventilation system Work donated by Haley's Metal Inc.
 - 5 Install new floor to cover ACM flooring 6 Install appliances

Implementation Milestones with Additional Funding

Finish project out of existing 2006 budget 10472 500351

All work completed on time under budget. Local 2300 firefighters donated \$10,000 to project purchasing stove, hood, floor, granite cabinet top, and metal ceiling. Project completed

**City of Saco, Maine
Fire Department Narrative, Continued**

Mission Statement: The Saco Fire Department, through its highly trained and dedicated employees, strives to deliver the highest quality fire protection and emergency medical services in the most cost effective manner through quality fire prevention, suppression, and emergency medical services delivery, with the utmost regard for the safety of its citizens, visitors, and employees.

Department Service Delivery Goals:

- 1) To ensure that the initial fire and emergency medical services units arrive on scene with adequate staffing to safely and effectively begin immediate emergency scene operations while the emergency is still at a manageable stage.

The fundamental assumption is that a speedy response will increase the likelihood of fire containment, survival of an accident victim, etc. The goal is the initial district engine will begin suppression or provide basic life support within 4 minutes of leaving the station.

- 2) To provide employees training in accordance with state and national standards.

The Saco Fire Department has chosen to maintain a professional staff in its strategy for delivering emergency services, which means training is key.

- 3) To reduce the loss of life and property through code compliance for buildings under construction, fire safety inspections for existing buildings, and public fire education specifically targeting nationally recognized age groups of the young and elderly.

By using fire safety inspections to reduce occurrence and providing familiarity of occupancies for firefighters, working in conjunction with the building and planning departments, using public education for the elderly and young, such as our juvenile fire setter intervention programs and portable fire education trailer, our goal is to reduce injuries and property loss due to fires.

Performance Data: The measures used by the fire department to gauge their performance in achieving their goals is as follows:

- 1) Response Times: Percentage of incidents where the initial apparatus arrives on the scene within 5 minutes from the time it is dispatched from the station or is dispatched from a remote location, with a short term goal of 65% and an ultimate goal of 90%. This allows 1 minute for turnout time and 4 minutes for actual travel time (Service Delivery Goal 1).

All Emergency Responses: Dispatch to Arrival on Scene (includes 1 minute turnout time) Overall response data based on Fire Department dispatch information.

City of Saco, Maine
Fire Department Narrative, Continued

Date	0-5 minutes	5-9 minutes	9-13 minutes	13+ minutes
FY 04	62.00%	24.50%	8.90%	4.60%
FY 05	63.05%	24.30%	9.35%	3.30%
Average	62.53%	24.40%	9.13%	3.95%
FY 05 Goal	65.00%	27.50%	7.50%	0.00%

RESCUE: Dispatch to Arrival on Scene (includes 1 minute turnout time) Fire department Rescue response data based on Fire Department Dispatch Information. Includes engine EMS responses.

Date	0-5 minutes	5-9 minutes	9-13 minutes	13+ minutes
FY 04	55.65%	30.95%	9.90%	3.50%
FY 05	65.25%	25.55%	7.25%	1.90%
Average	60.45%	28.25%	8.58%	2.70%
FY 05 Goal	65.00%	27.50%	7.50%	0.00%

FIRE: Dispatch to Arrival on Scene (includes 1 minute turnout time) Fire Department Suppression response data based on Fire Department Dispatch Information. Does not include non-emergency department details.

Date	0-5 minutes	5-9 minutes	9-13 minutes	13+ minutes
FY 04	63.85%	22.15%	8.65%	5.35%
FY 05	61.05%	23.05%	11.15%	4.75%
Average	62.45%	22.60%	9.90%	5.05%
FY 05 Goal	65.00%	27.50%	7.50%	0.00%

Fire suppression response time brought the combined response time below goal. The primary cause of the slower response was due to Main Street reconstruction efforts, which should yield some improvements in future response times when completed.

- 2) To provide employees training in accordance with state and national standards. Such that:
 - A) All new career and volunteer firefighters obtain state certification as firefighter 1 (Service Delivery Goal 2).

Beginning in July 2001 all new department members both career and call are required to attain a state certification as firefighter 1 regardless of past experience.. We also continue to support all department members in their attainment of firefighter 1 and 2.

	State FF1 *		State FF2		Hazmat Operations		State Instructor	
Division	FY 04	FY 05	FY 04	FY 05	FY 04	FY 05	FY 04	FY 05
Career	63%	56%	23%	28%	100%	100%	12%	12%
Call Department	46%	43%	1%	1%	27%	27%	1%	1%

City of Saco, Maine
Fire Department Narrative, Continued

* *The career firefighters with out FF1 are all 20 plus year department veterans.*

B) All career firefighters maintain their emergency medical licenses. All call department member are encouraged to attain and maintain emergency medical licenses (Service Delivery Goal 2).

	EMT Basic		EMT Intermediate		EMT Paramedic	
Division	FY 04	FY 05	FY 04	FY 05	FY 04	FY 05
Career *	33%	33%	26%	26%	41%	41%
Call Department	19%	19%	14%	14%	0%	0%

* *Currently 100% of the career force has obtained some form of an emergency medical license.*

C) The Department as a whole complies with new requirements for firefighter and emergency medical services safely incorporating new technologies and methodologies. Saco Fire Department meets all new state mandates and strives to train all members in new technologies (Service Delivery Goal 2).

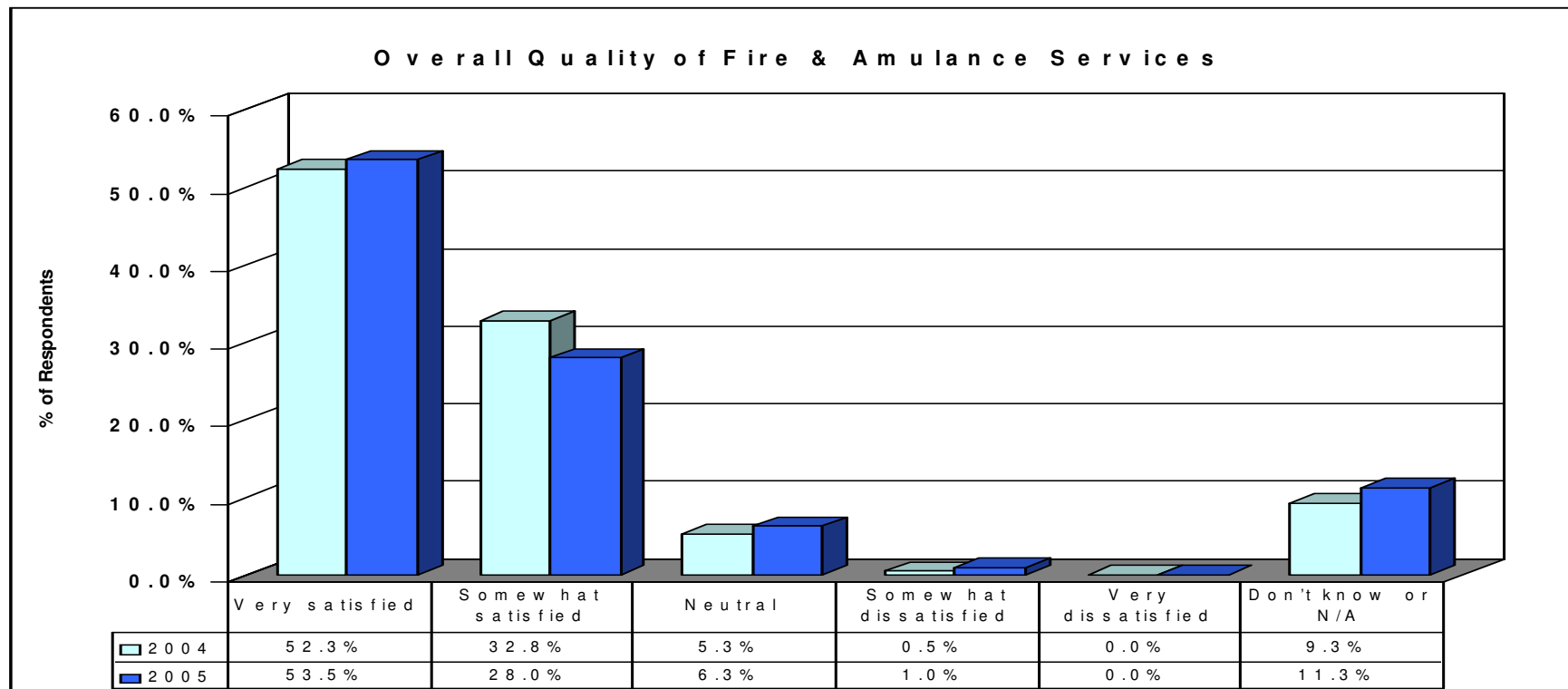
In fiscal year 2004 we qualified all career and many call department members in low angle rope rescue and firefighter self rescue. In fiscal year 2005, we acquired a fully equipped rope rescue vehicle with ice rescue capabilities and began training on this new equipment.

3) Annually increase the number of people within the city affected by code compliance, fire inspections, and public education programs (Service Delivery Goal 3).

				Public Education/ Prevention Bureau
		Occupancy	Business	
	Training	Inspection	Inspections	Contacts
FY 04	1315	25	250	N/A
FY 05	800+	30	230	1100

Citizen Survey: The fire department as a whole (both fire and EMS) continues to be rated strongly positive for service delivery performance by citizens surveyed, with a mean rating of 4.51 (4.51 in FY 2004 as well) on a scale of 1 to 5 where 1 means “very dissatisfied” and 5 mean “very satisfied”. Over 80% of the total respondents were “very satisfied” or “somewhat satisfied,” while only 1% were “somewhat dissatisfied” and none reported that they were “very dissatisfied”.

City of Saco Fire Department Narrative, Continued



The mean response of 4.51 was influenced by the 11% of respondents who had no opinion. Of note, the longer citizens surveyed have lived in the city, and/or the older the citizen, the more likely they were to rate the fire department positively, possibly due to the fact that such residents have had more opportunities on which to base their opinions. As was concluded last year, it may be difficult for this department to improve scores based on the fact that there will always be citizens surveyed that have no opinion or are neutral due to the fact that they have not needed the service available. The department will therefore continue to adequately train personnel, to be cognizant of response times, to further public education, and ultimately be ready to respond to emergencies as needed.

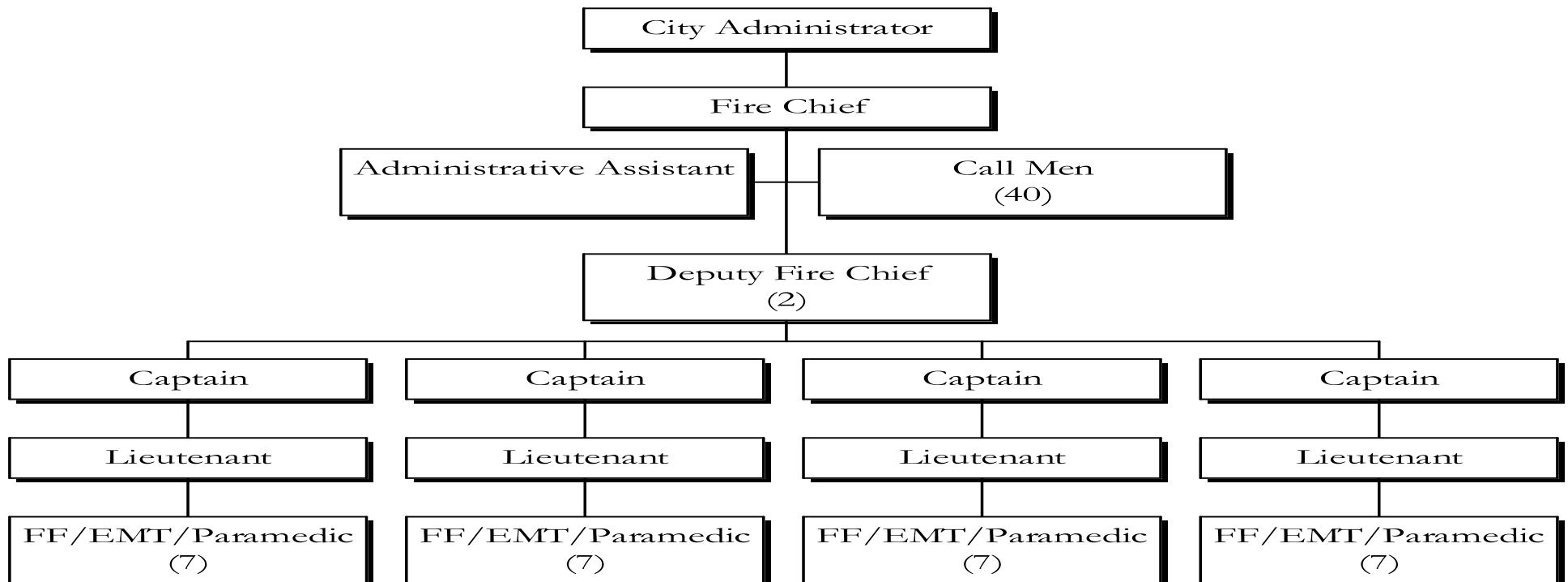
Per the City of Saco, Maine Code-§ 4-17. Fire Department.

- A. Establishment. There shall be a Fire Department, the head of which shall be the Fire Chief. The Fire Chief shall be appointed by the City Administrator and confirmed by the City Council.
- B. Appointments. The number of regular fire fighters on the force shall be determined by the City Council. Each fire fighter shall be appointed by the City Administrator upon hearing the recommendations of the Fire Chief. Call fire fighters shall have all the powers vested in the regular city firemen, but call fire fighters shall serve only when and as specifically required by the Fire Chief and shall function only under the direction of the Fire Chief. Call fire fighters shall assist the Fire Chief whenever called upon as the City

City of Saco Fire Department Narrative, Continued

C. Duties of the Fire Chief. The Fire Chief is charged with fire prevention and extinguishment of fires, the protection of life and property against fire and the removal of fire hazards. The Fire Chief shall be responsible for the care and maintenance of all property used by the Fire Department. He shall inspect promptly all premises for which a license or permit is applied which requires certification by the Fire Chief and either deliver promptly to the City Clerk a certificate approving the license or permit applied for or promptly advise the City Clerk of his refusal to so certify. The Fire Chief shall also be held responsible for the enforcement of all state laws and local ordinances which are fire-related. He/she shall administer all tests to prospective employees and shall recommend to the City Administrator the appointment of those deemed most qualified. The Fire Chief shall be responsible for the sound fiscal management of the Department.

City of Saco Organizational Chart **Fire Department**



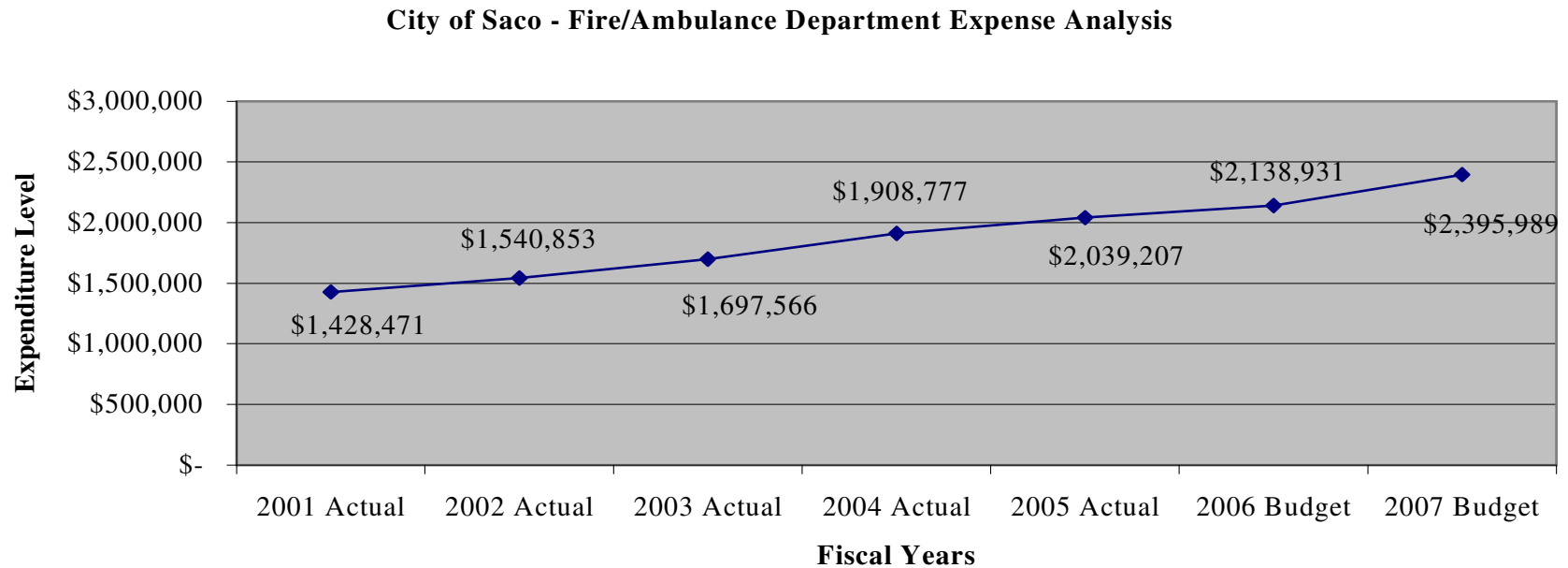
City of Saco, Maine Fire Department Narrative, Continued

Expenditures:

The expenditures within this department are related to the following activity centers:

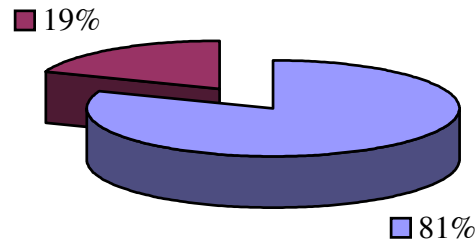
- ♦ Fire- Central Station
- Fire- North Saco
- Fire- Bayview
- Ambulance
- Public Water

The following graphs depict the expenditure level of these activity centers over the last 6 years.



**City of Saco, Maine
Fire Department Narrative, Continued**

Fire Department - 2007 Budget Analysis



■ Personnel

■ Operations & Maintenance

**Fire Department
Expenditure Analysis**

		2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
Personnel	\$	1,094,138	\$ 1,095,216	\$ 1,307,545	\$ 1,523,826	\$ 1,609,146	\$ 1,703,654	\$ 1,935,412
Operations & Maintenance	\$	334,333	\$ 445,637	\$ 390,021	\$ 384,951	\$ 430,061	\$ 435,726	\$ 460,577

FIRE/AMBULANCE - PERSONNEL

	2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
500101 DEPARTMENT HEAD WAGES	\$ 58,790	\$ 59,291	\$ 63,193	\$ 67,416	\$ 71,935	\$ 73,968	\$ 78,856
500102 SUPERVISORY WAGES	\$ 103,803	\$ 104,276	\$ 118,800	\$ 114,022	\$ 126,972	\$ 132,687	\$ 139,335
500104 COURT OFFICERS/CLERICAL WAGES	\$ 24,465	\$ 25,685	\$ 26,009	\$ 28,246	\$ 24,785	\$ 32,277	\$ 34,777
500110 FIREFIGHTER/EMT WAGES	\$ 830,848	\$ 841,503	\$ 984,677	\$ 1,192,559	\$ 1,263,122	\$ 1,325,743	\$ 1,369,278
SAFER GRANT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 139,588
500113 STIPENDS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,184
500114 OVERTIME	\$ 50,860	\$ 39,037	\$ 67,299	\$ 74,049	\$ 70,397	\$ 70,000	\$ 100,000
500125 CALL DIVISION	\$ 25,372	\$ 25,424	\$ 47,567	\$ 47,534	\$ 51,935	\$ 68,980	\$ 71,394

Subtotal Fire/Ambulance - Personnel	\$ 1,094,138	\$ 1,095,216	\$ 1,307,545	\$ 1,523,826	\$ 1,609,146	\$ 1,703,654	\$ 1,935,412
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City of Saco, Maine
Fire Department Narrative, Continued

<u>FIRE/AMBULANCE - OPERATING</u>	2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
500301 OFFICE SUPPLIES	\$ 880	\$ 1,153	\$ 1,165	\$ 1,280	\$ 941	\$ 1,350	\$ 1,350
500302 GENERAL SUPPLIES	\$ -	\$ -	\$ -	\$ 9,389	\$ 12,534	\$ 14,000	\$ 14,000
500304 COMPUTER SUPPLIES	\$ 1,355	\$ 1,031	\$ 1,259	\$ 1,109	\$ 1,558	\$ 1,500	\$ 1,500
500308 CLEANING SUPPLIES	\$ 1,211	\$ 1,443	\$ 1,733	\$ 1,448	\$ 1,383	\$ 1,750	\$ 1,750
500313 HEATING FUEL	\$ 11,238	\$ 8,604	\$ 11,411	\$ 11,925	\$ 17,814	\$ 14,000	\$ 20,000
500317 MINOR EQUIPMENT	\$ 42,426	\$ 144,204	\$ 67,923	\$ 26,342	\$ 44,305	\$ 50,640	\$ 50,640
500319 GAS & OIL	\$ 7,509	\$ 2,934	\$ 6,917	\$ 8,936	\$ 13,066	\$ 10,800	\$ 14,000
500320 CITY VEHICLE REPAIRS	\$ 13,329	\$ 13,363	\$ 20,658	\$ 15,454	\$ 18,681	\$ 18,000	\$ 20,000
500322 TUITION / TRAINING UNIFORMS/SAFETY	\$ 4,057	\$ 4,853	\$ 9,046	\$ 10,177	\$ 9,246	\$ 10,000	\$ 10,000
500324 EQUIPMENT CLOTHING/BOOT	\$ 10,051	\$ 11,876	\$ 21,501	\$ 40,534	\$ 25,667	\$ 22,700	\$ 27,240
500325 ALLOWANCE	\$ 8,205	\$ 7,091	\$ 11,066	\$ 11,004	\$ 10,352	\$ 13,300	\$ 13,300
500330 DUES & MEMBERSHIPS	\$ 2,261	\$ 2,861	\$ 3,003	\$ 3,264	\$ 2,388	\$ 3,720	\$ 4,250
500331 LAUNDRY SERVICE	\$ 662	\$ 611	\$ 627	\$ 789	\$ 963	\$ 900	\$ 900
500332 BOOKS & MANUALS	\$ 615	\$ 647	\$ 991	\$ 158	\$ 996	\$ 1,050	\$ 1,050
500333 ELECTRICITY	\$ 7,238	\$ 8,258	\$ 9,402	\$ 9,309	\$ 9,635	\$ 9,500	\$ 11,000
500334 WATER & SEWER	\$ 1,827	\$ 2,400	\$ 2,233	\$ 2,761	\$ 2,982	\$ 3,000	\$ 3,000
500336 TELEPHONE	\$ 6,424	\$ 6,113	\$ 8,015	\$ 5,978	\$ 10,330	\$ 8,500	\$ 8,500
500337 POSTAGE	\$ 137	\$ 559	\$ 461	\$ 353	\$ 1,374	\$ 1,666	\$ 1,666
500338 COPIER	\$ 145	\$ 233	\$ 177	\$ 136	\$ 456	\$ -	\$ -
500339 TRAVEL	\$ 21	\$ 139	\$ 151	\$ 168	\$ 116	\$ 500	\$ 500
500344 PRINTING	\$ 503	\$ 487	\$ 159	\$ 182	\$ 342	\$ 750	\$ 750
500349 MEAL ALLOWANCE	\$ 220	\$ 226	\$ 253	\$ 170	\$ 178	\$ 250	\$ 2,947
500350 FURNITURE & FIXTURES BUILDING REPAIRS &	\$ 1,230	\$ 1,372	\$ 5,484	\$ 9,163	\$ 7,883	\$ 8,000	\$ 15,300
500351 MAINTENANCE	\$ 23,194	\$ 35,648	\$ 9,956	\$ 16,270	\$ 24,633	\$ 20,000	\$ 20,000
500360 COMPUTER SOFTWARE	\$ 842	\$ -	\$ 3,435	\$ -	\$ -	\$ -	\$ -

City of Saco, Maine
Fire Department Narrative, Continued

		2001 Actual		2002 Actual		2003 Actual		2004 Actual		2005 Actual		2006 Budget		2007 Budget
500394 MEDICAL	\$	789	\$	1,632	\$	3,964	\$	923	\$	-	\$	3,600	\$	-
500410 REPAIRS/MAINTENANCE ELECTRONIC EQUIPMENT	\$	7,753	\$	7,551	\$	5,464	\$	2,564	\$	1,580	\$	2,200	\$	2,200
500411 REPAIR	\$	2,066	\$	1,920	\$	1,950	\$	1,853	\$	2,402	\$	2,450	\$	3,450
500428 CONTRACTED SERVICES	\$	1,189	\$	243	\$	2,199	\$	3,652	\$	4,074	\$	2,800	\$	5,400
500441 FIRE PREVENTION	\$	1,132	\$	1,074	\$	1,105	\$	861	\$	331	\$	1,200	\$	1,200
500442 FIRE INVESTIGATION	\$	98	\$	279	\$	97	\$	80	\$	-	\$	450	\$	450
500443 FIRE ALARM MAINTENANCE	\$	66	\$	1,168	\$	2,033	\$	190	\$	-	\$	2,200	\$	-
500500 DRY HYDRANT	\$	-	\$	-	\$	323	\$	-	\$	118	\$	500	\$	500
<hr/>														
Subtotal Fire/Ambulance- Operating	\$	158,669	\$	269,973	\$	214,161	\$	196,422	\$	226,328	\$	231,276	\$	256,843
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Public Water	\$	175,664	\$	175,664	\$	175,860	\$	188,529	\$	203,733	\$	204,000	\$	203,734
Total Fire/Ambulance	\$	1,428,471	\$	1,540,853	\$	1,697,566	\$	1,908,777	\$	2,039,207	\$	2,138,930	\$	2,395,989
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City of Saco, Maine Building Inspection/Code Enforcement Department Narrative

Fiscal Year 2007 Established Goals and Objectives

The goals and objectives of the Building Inspection/Code Enforcement Department were validated through the City Council's endorsement of the city's completed Strategic Plan as well as the city's Performance Measurement Policy which ties performance pay to the achievement of goals and objectives. The three fiscal year 2007 strategic objectives for the Building Inspection/Code Enforcement Department are found below. As the milestones listed for achievement are successfully completed, the boxes will be checked .

Element: Sign code enforcement
Staff Lead: Richard Lambert

Related to Goal Area:
Growth Management



Strategic Objective: To review the City's sign code and enforcement process and re-write the code on City signage, if necessary.

Implementation Milestones with Existing Funding

- ☐ Review current sign code
- ☐ Review the current enforcement process for those who deviate from code
- ☐ Re-write the City Code, if necessary
- ☐ Put procedures in place to enforce the sign code of the City of Saco

Implementation Milestones with New FY 2005 Funding

Not known at this time.

City of Saco, Maine

Building Inspection/Code Enforcement Department Narrative, Continued

Element: Permit application process cycle time & manual production

Staff Leads: Richard Lambert

Related to Goal Area:

Technological Innovation & Implementation



Strategic Objective: To review and reduce the cycle time for the permitting process. This includes from the time the application is completed to the time the permit is issued. Also, will produce a procedures manual detailing all the steps to the permitting process.

Implementation Milestones with Existing Resources

- ☐ Determine the actual cycle time of the permitting process currently
- ☐ Gather data to substantiate average cycle time of the current process
- ☐ Review the entire process for inefficiencies and determine ways to expedite what is currently being done
- ☐ Make process changes in order to make the process more efficient
- ☐ Document the processes in a manual
- ☐ Receive City Council authorization of the processes manual

Implementation Milestones with Additional Funding

- ☐ None at this time.

Element: Enforcement of Code Violations

Staff Lead: Richard Lambert

Related to Goal Area:

Public Safety



Strategic Objective: To review codes and ordinance of the City in order to increase enforcement for violators. The focus will be on junk yards within the City in order to get them cleaned up.

Implementation Milestones with Existing Resources

- ☐ Review of Codes and ordinances currently in place that relate to enforcement of violations
- ☐ Review current enforcement plan for violators
- ☐ Bring code and ordinance changes to City Council, if needed to increase enforcement—especially of target areas

Implementation Milestones with Additional Funding

- ☐ None at this time

City of Saco, Maine
Building Inspection/Code Enforcement Department Narrative, Continued

Fiscal Year 2006 Results of Goals and Objectives

Element: Track complaint activity and case closure rates and permit inspection activity.

Staff Lead: Richard Lambert

Related to Goal Area:

Technological Innovation and Implementation



Strategic Objective: Track complaint activity and resolution and permit and inspection activity and response time.

Implementation Milestones with Existing Funding

- ✓ Customize MUNIS Permits and Code Enforcement software (or other available software if MUNIS is not capable of being customized) to track complaint and enforcement activity and permit and inspection activity and response time.
- ✓ Train all Inspectors in the use and application of this software
 - ✓ Evaluate Vision software to determine if it is more compatible with Code Enforcement functions.
 - ❑ Develop a report using Windows Excel software that will summarize complaint activity on a monthly basis
 - ✓ Implement system (**VISION**)
 - ❑ Analyze data to determine what efficiencies can be implemented to make the system more responsive and streamlined
 - ❑ Make changes to process as needed

Implementation Milestones with New FY 2005 Funding

Not known at this time.

Element: Train Code Enforcement personnel in the operation and manipulation of the Geographic Information System

Staff Leads: Richard Lambert

Related to Goal Area:

Human Resource Investment



Strategic Objective: Become more proficient in the use of the GIS data

Implementation Milestones with Existing Resources

- ❑ Meet with Mark Sanders to review system and determine time commitment necessary to become familiar with system
- ❑ Schedule class time and practice time on system
 - ✓ Install GIS Software in CEO Computers
 - ✓ Establish Personal Map Settings
 - ✓ Utilize GIS Mapping to make zoning determinations
- ❑ Train all employees in use and manipulation

Implementation Milestones with Additional Funding

- ✓ Add zoning information layer
- ❑ Add Saco River Corridor layer and flood plain layer by January, 2006 (date new flood maps become effective)

City of Saco, Maine
Building Inspection/Code Enforcement Department Narrative, Continued

Element: Track cost per square foot on all City-owned buildings
Staff Lead: Richard Lambert & Gil Poirier

Related to Goal Area:
Infrastructure and Capital Development and Maintenance



Strategic Objective: Determine the cost to operate each municipal building on a square foot basis. Find ways to lower costs by bulk purchases, service contracts, standardizing equipment, etc...

Implementation Milestones with Existing Resources

- ✓ Devise survey
- ✓ Establish a database of all municipal buildings
- ✓ Determine what accounts need to be tracked
- ✓ Gather information for a set period of time (6 to 12 months)
- ✓ Continually analyze data to determine what efficiencies can be implemented short term and long term.
- ✓ Implement efficiencies through the budget process (\$300,000 budgeted for Conservation Projects)

Implementation Milestones with Additional Funding

- These efficiencies can be spread to the School system with a full-time Purchasing Manager.

Mission Statement: The mission of the Saco Code Enforcement Department is to ensure the public's safety through proper construction oversight and through fair and effective zoning compliance and enforcement efforts. This mission also provides for the safe and legal construction of all new buildings and building renovations; continued compliance with occupancy and building regulations; Zoning regulation enforcement and all necessary administrative support services.

Department Service Delivery Goals:

- 1) To assure that life-safety complaints are investigated promptly and proper action is taken to secure the health and safety of the public.
The Department focuses on timely responses and ensuring speedy compliance in order to meet the safety needs of the City.
- 2) To assure that contractors and homeowners receive prompt and accurate inspections when requested.
Given the high growth environment of Saco, it is key that the Code Enforcement Department to focus their resources on new housing to meet the high demand

City of Saco, Maine

Building Inspection/Code Enforcement Department Narrative, Continued

Performance Data: The measures used by the Code Enforcement Department to gauge their performance in achieving these goals are as follows:

1) To initiate response to all complainants within 12 hours of receipt of complaint; to conduct a physical inspection of each related situation with 24 hours of complaint; and to take direct action, when warranted, within 48 hours of receipt of complaint. (Service Delivery Goal 1).

Targets/Complaints:	<u>Code Enforcement Department</u>		
	Initiate a response within 12 hours of initial complaint	Conduct physical inspection of related situation within 24 hours of complaint	Take resolution action within 48 hours of complaint
Average Response Time - FY 04 *	5 hours	Unknown	Unknown
Average Response Time - FY 05 **	4 hours	Unknown	39.6 hours

* anecdotal

** software system tracking information

2) To schedule inspections within 1 business day of request. (Service Delivery Goal 2).

Time Targets:	<u>Code Enforcement Department</u> <u>Inspection Response</u>		Notes
	From Request to inspection within 24 hours		
FY 04- Building, Plumbing, Septic *	100%	95% of cases, time requested for inspection was met.	
FY 04 - Electric *	100% within 2 hours of request		
FY 05 - **	2.4 hours	96.5% of cases, time requested for inspection was met.	

* anecdotal

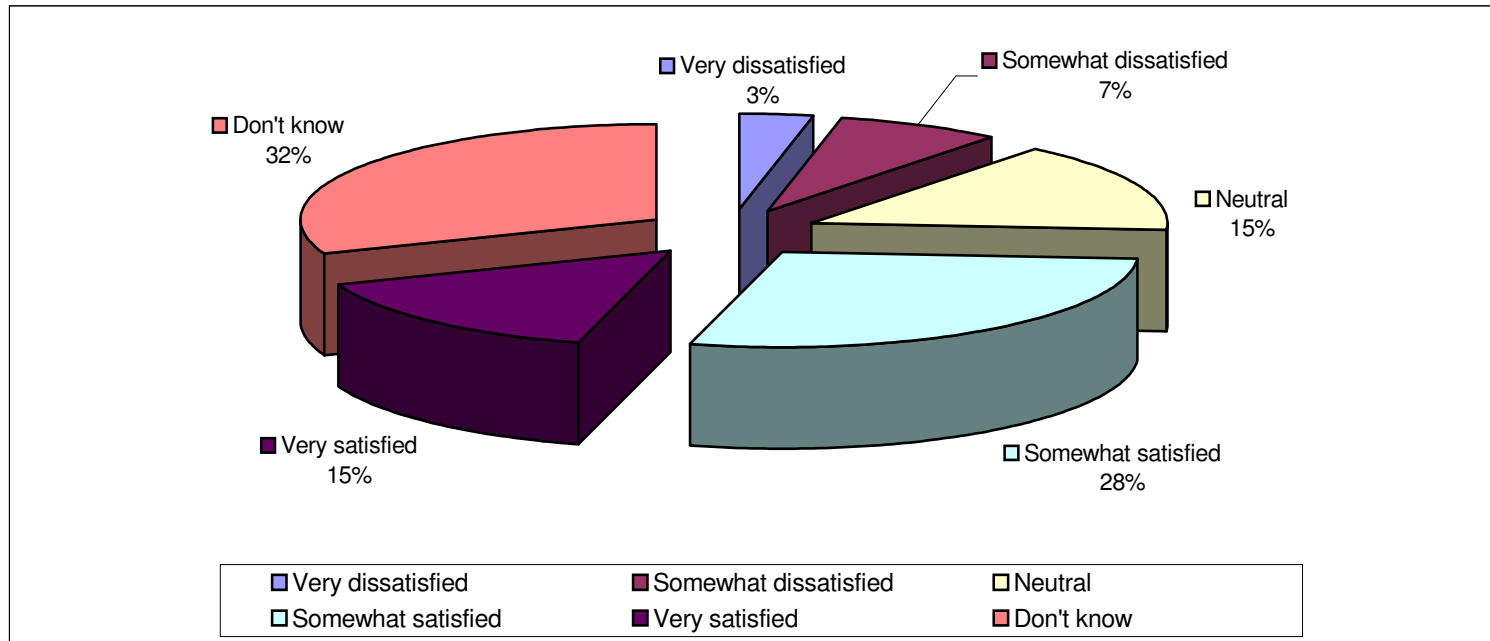
** software system tracking information

3) To maintain a high degree of professionalism within the Department by achieving Advanced Certification in all areas of Code Enforcement, as conferred by the State of Maine State Planning Office, Code Enforcement Officer Training and Certification Program. (Service Delivery Goal 3).

For FY 05, all full-time Code Enforcement Officers have achieved this level of Certification. In addition, the Department, as rated by the Insurance Services Office (ISO) achieved a rating of 4 for both commercial and residential construction code enforcement. Communities are rated from 1 to 10, one being the highest. No community within the State of Maine currently is rated higher than a class 4.

Citizen Survey: The Code Enforcement Department continues to be rated positively for aspects of its service delivery performance by citizens surveyed, with mean ratings ranging from 3.49 to 3.76 on the scale of 1 to 5 where 1 means “very dissatisfied” and 5 means “very satisfied.” These findings are very similar to last years ratings. About 43% of total respondents were “very satisfied” or “somewhat satisfied with overall enforcement efforts,” while 10.8% were “somewhat dissatisfied” or “very dissatisfied.” A fair percent of respondents, 15.3% were “neutral,” while a large percent, 31%, responded they had no opinion. Both of these response categories combined influenced the final rating slightly lower, as opposed to actively dissatisfied respondents.

City of Saco, Maine Building Inspection/Code Enforcement Department Narrative, Continued



An interesting dimension of response to the question of overall effectiveness of this department is that respondents who have lived in Saco the longest had the lowest average ratings for the overall enforcement of city codes and ordinances, including the building inspection department (residents of 25 years or more, mean = 3.54; 15 to 24 years, mean = 3.60; 6 to 14 years, mean = 3.79; and 5 years or less, mean = 4.00). This is one of the few areas of satisfaction surveyed where long time residents were less positive than newer residents. This response may indicate more about concern over growth in Saco than in the departmental performance as newer residents would be at least as likely as long term residents to have had interactions with Code Enforcement, as newer residents directly interact with the department when new homes are built.

When rating specific aspects of Code Enforcement, survey responses remained consistent with that of the overall rating for the department noted above, with mean responses falling just short of “somewhat satisfied” (See chart following on next page). However, it is important to note that large segments of the total responses are in the “don’t know” categories. Given the general nature of the Code Enforcement Department’s work, this trend makes sense, as many citizens will have had no reason to directly interact with Code Enforcement and so have no reason to have formed an opinion.

City of Saco, Maine
Building Inspection/Code Enforcement Department Narrative, Continued

		1 – Very dissatisfied	2 – Somewhat dissatisfied	3 – Neutral	4 – Somewhat satisfied	5 – Very satisfied	Don't know	Mean Response
The overall enforcement of City codes and ordinances including the Building Inspection Department	2004	2.8 %	5.0 %	20.5 %	26.8 %	13.8 %	31.3 %	3.64
	2005	3.3 %	7.5 %	15.3 %	28.3 %	14.8 %	31.0 %	3.63
The quality of new construction in the City	2004	2.5 %	3.0 %	19.8 %	28.8 %	16.0 %	30.0 %	3.75
	2005	2.5 %	9.3 %	17.0 %	31.8 %	18.8 %	20.8 %	3.69
The timeliness and ease of the City's permitting process	2004	1.8 %	4.3 %	18.0 %	26.5 %	14.3 %	35.3 %	3.73
	2005	2.3 %	8.0 %	18.8 %	22.5 %	10.3 %	38.3 %	3.49
The enforcement of sign regulations	2004	2.8 %	5.3 %	19.3 %	20.8 %	14.5 %	37.5 %	3.62
	2005	2.5 %	4.8 %	19.5 %	22.3 %	11.0 %	40.0 %	3.58
The enforcement of codes designed to protect public health and safety	2004	2.3 %	4.5 %	20.3 %	37.0 %	15.0 %	21.0 %	3.73
	2005	1.0 %	3.5 %	20.0 %	25.5 %	14.8 %	35.3 %	3.76

Based on this year's citizen survey, one area of significant concern for the Code Enforcement Department is the "timeliness and ease of the City's permitting process." While the rating remains in the satisfactory range at a mean of 3.49 on the 1 to 5 scale, the response declined from last year's 3.73 mean and was one of the few areas of satisfaction that did drop. Given the increase in departmental staff over last year, attention to this area of operations should be made in the coming months in an attempt to bring the rating back up.

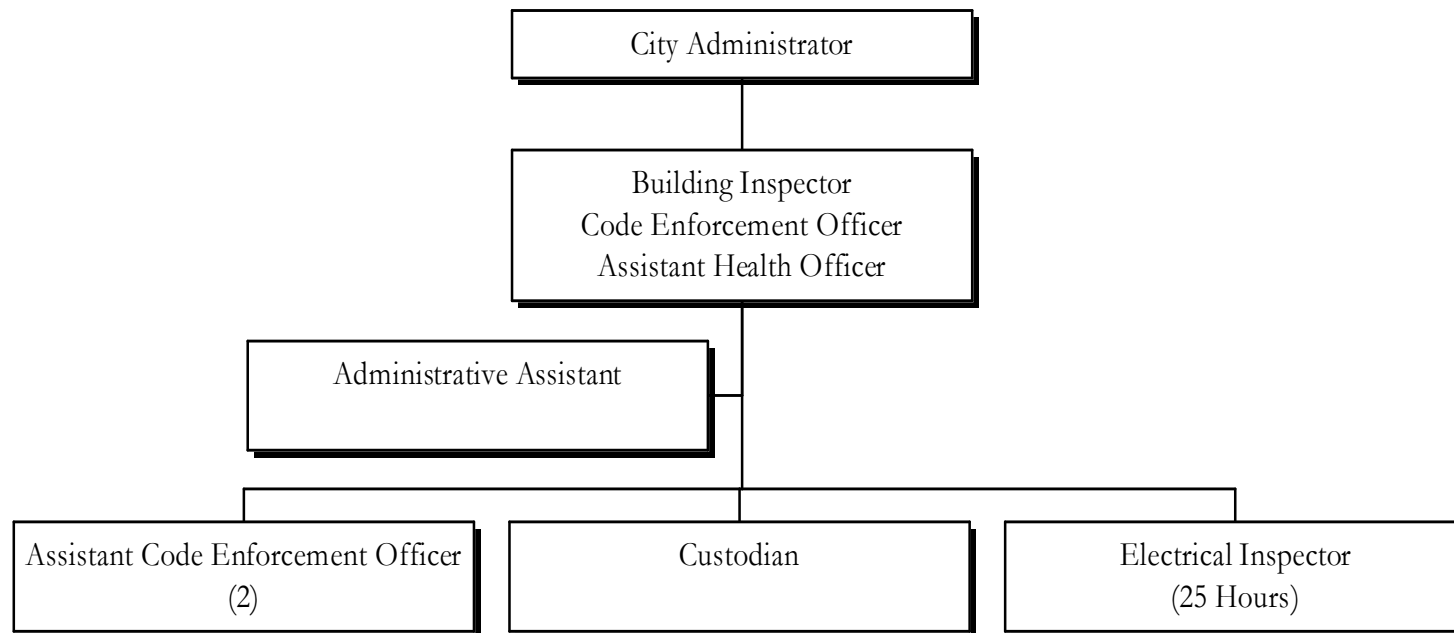
Per the City of Saco, Maine Code- § 4-18. Department of Building Inspection and Code Enforcement.

- A. Establishment. There shall be a Department of Building Inspection and Code Enforcement, the head of which shall be the Building
- B. Inspector. The Building Inspector shall be appointed by the City Administrator, with Council confirmation. The Building Inspector shall be assisted by a Plumbing and Electrical Inspector, who will also be appointed by the City Administrator. In addition, these Inspectors will coordinate their work with the Fire Chief to assure that all safety regulations are being complied with.
- B. Duties of the Building Inspector. The Building Inspector shall:
 - (1) Be responsible for the issuing of permits to build, alter, move or erect all buildings, signs or structures, to install equipment or to occupy. The Building Inspector shall also be responsible for the overseeing of all duties performed by the Plumbing and Electrical Inspector. The Building Inspector shall inspect existing buildings to ensure their continuing safety. He/she shall perform related duties at the direction of the City Administrator.
 - (2) Be responsible for the sound fiscal management of the Department.

City of Saco, Maine
Building Inspection/Code Enforcement Department Narrative, Continued

- C. Duties of the Electrical Inspector. The Electrical Inspector shall be responsible for the issuing of all electrical permits and shall report to the Building Inspector and be under his/her direction.
- D. Duties of the Plumbing Inspector. The Plumbing Inspector shall be responsible for the issuing of all plumbing permits and shall report to the Building Inspector and be under his/her direction.
- E. The above Inspectors shall also be responsible for the enforcing of building, zoning or other related ordinances and shall enforce these ordinances by notifying violators, in writing, that violations must be corrected. If the violation continues past the time prescribed by state or local law, the Inspector shall take the necessary action to enforce compliance with the law.

City of Saco
Organizational Chart
Building Inspection Department



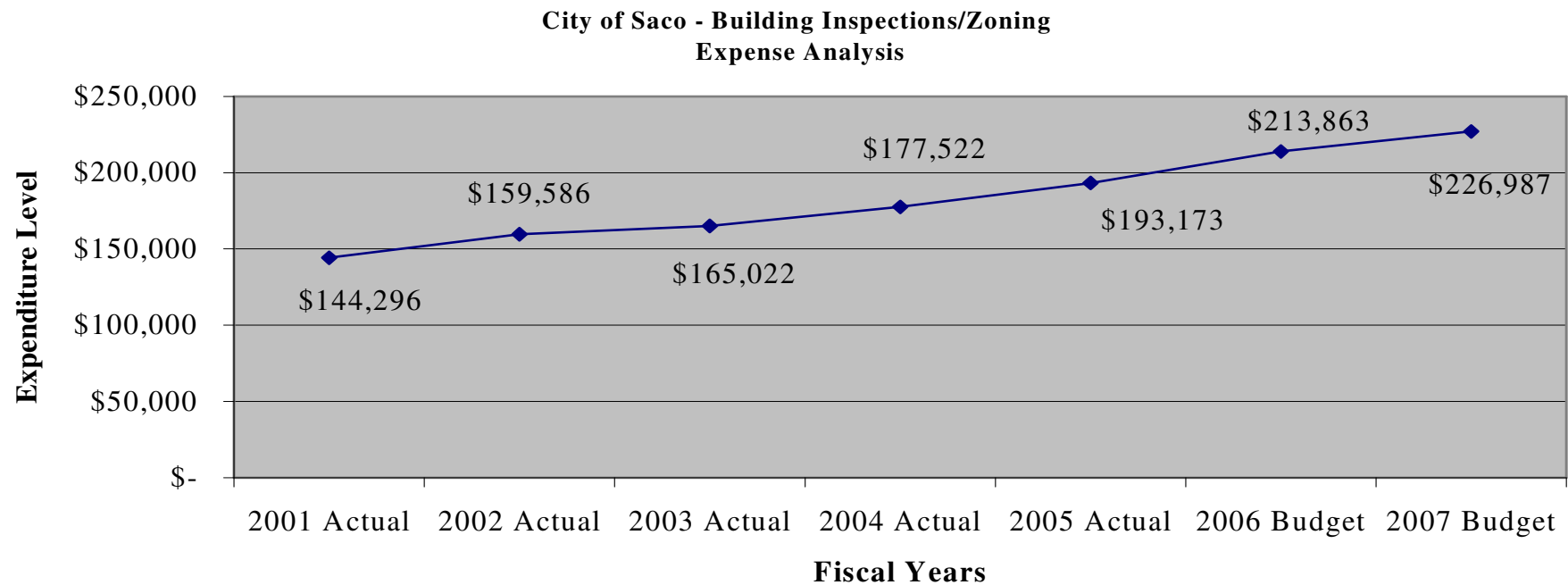
City of Saco, Maine
Building Inspection/Code Enforcement Department Narrative, Continued

Expenditures:

The expenditures within this department are related to the following activity centers:

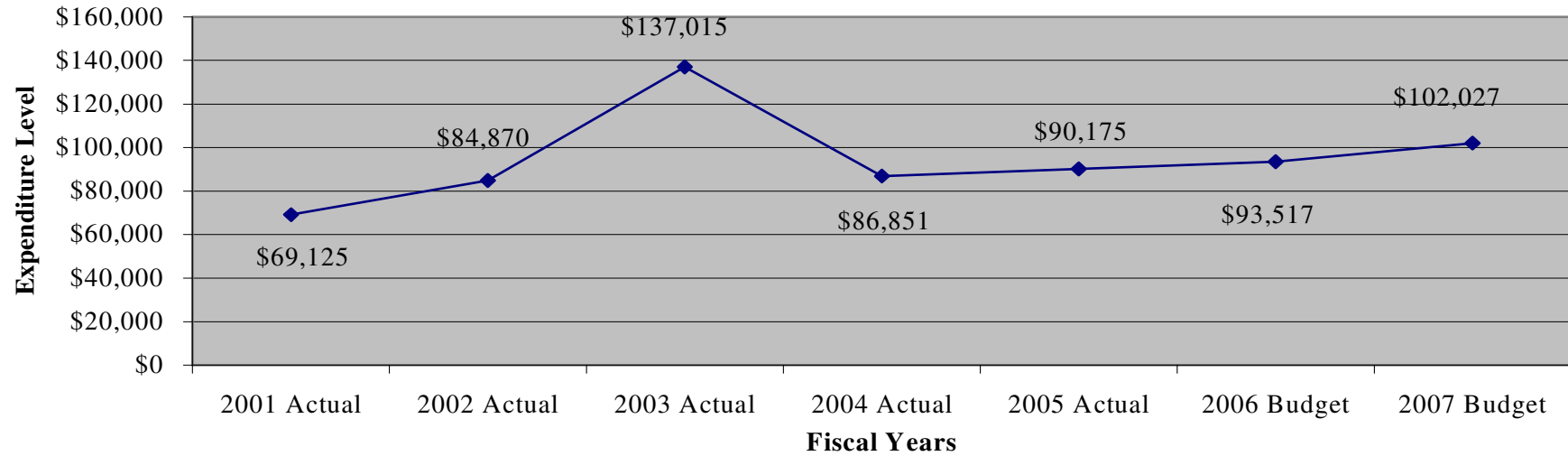
- Building Inspections/Zoning
- City Building Maintenance

The following graphs depict the expenditure level of these activity centers over the last 6 years.

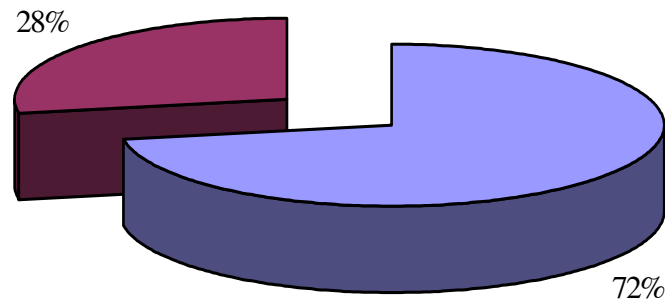


City of Saco, Maine
Building Inspection/Code Enforcement Department Narrative, Continued

City of Saco - Building Maintenance Expense Analysis



Building Inspection/Code Enforcement Department - 2007 Budget Analysis



■ Personnel

■ Operations & Maintenance

City of Saco, Maine
Building Inspection/Code Enforcement Department Narrative, Continued

**Building Inspection/Code Enforcement Department
Expenditure Analysis**

		2001	2002	2003	2004	2005	2006	2007
		Actual	Actual	Actual	Actual	Actual	Budget	Budget
Personnel	\$	144,853	\$ 168,027	\$ 177,760	\$ 194,517	\$ 204,206	\$ 225,980	\$ 237,798
Operations & Maintenance	\$	68,567	\$ 76,429	\$ 124,277	\$ 69,856	\$ 79,142	\$ 81,400	\$ 91,216

<u>BUILDING INSPECTIONS/ZONING- PERSONNEL</u>		2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
500101DEPARTMENT HEAD WAGES	\$	48,872	\$ 49,734	\$ 51,625	\$ 54,813	\$ 54,715	\$ 55,943	\$ 57,883
500103NON SUPERVISORY WAGES	\$	28,429	\$ 38,777	\$ 41,695	\$ 49,479	\$ 45,701	\$ 85,917	\$ 91,842
500104COURT OFFICERS/CLERICAL WAGES	\$	33,704	\$ 34,682	\$ 35,695	\$ 37,941	\$ 47,931	\$ 28,636	\$ 29,224
500114OVERTIME	\$	56	\$ 294	\$ 687	\$ 315	\$ 386	\$ 500	\$ 500
500119ELECTRICAL INSPECTOR	\$	18,192	\$ 19,505	\$ 20,086	\$ 22,206	\$ 24,650	\$ 23,767	\$ 25,088
Subtotal Building Inspections/Zoning - Personnel	\$	129,251	\$ 142,992	\$ 149,788	\$ 164,754	\$ 173,383	\$ 194,763	\$ 204,537

City of Saco, Maine
Building Inspection/Code Enforcement Department Narrative, Continued

BUILDING INSPECTIONS/ZONING –
OPERATING

	2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
500301 OFFICE SUPPLIES	\$ 667	\$ 630	\$ 905	\$ 699	\$ 682	\$ 800	\$ 800
500319 GAS & OIL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000
500320 CITY VEHICLE REPAIRS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000
500317 MINOR EQUIP	\$ 1,436	\$ 3,226	\$ 596	\$ 631	\$ 1,217	\$ 2,500	\$ 3,000
500322 TUITION/TRAINING	\$ 1,888	\$ 664	\$ 1,493	\$ 1,459	\$ 1,538	\$ 2,500	\$ 2,500
500325 CLOTHING/BOOT ALLOWANCE	\$ 160	\$ 282	\$ 200	\$ 281	\$ 269	\$ 600	\$ 600
500330 DUES & MEMBERSHIP	\$ -	\$ 145	\$ 375	\$ 250	\$ 215	\$ 300	\$ 300
500332 BOOKS	\$ 909	\$ 498	\$ 10	\$ 115	\$ 1,061	\$ 500	\$ 1,000
500336 TELEPHONE	\$ 1,269	\$ 1,989	\$ 2,574	\$ 2,512	\$ 3,501	\$ 3,000	\$ 3,000
500337 POSTAGE	\$ 699	\$ 546	\$ 745	\$ 806	\$ 575	\$ 650	\$ 500
500338 COPIER	\$ 907	\$ 1,496	\$ 884	\$ (108)	\$ 3,483	\$ -	\$ -
500339 TRAVEL	\$ 4,826	\$ 4,723	\$ 6,154	\$ 5,150	\$ 5,832	\$ 7,000	\$ 4,500
500341 ADVERTISING	\$ -	\$ -	\$ 39	\$ 196	\$ 269	\$ 150	\$ 300
500344 PRINTING	\$ 1,041	\$ 651	\$ 683	\$ 697	\$ 768	\$ 500	\$ 750
500350 FURNITURE/FIXTURES	\$ -	\$ -	\$ -	\$ 80	\$ 230	\$ 100	\$ 200
500354 RENTAL EQUIPMENT	\$ 943	\$ 392	\$ 116	\$ -	\$ -	\$ -	\$ -
500360 COMPUTER SOFTWARE	\$ 300	\$ 1,327	\$ 460	\$ -	\$ -	\$ -	\$ -
500370 FILING FEES/LICENSES/PERMITS	\$ -	\$ 25	\$ -	\$ -	\$ 150	\$ 500	\$ 1,000
Subtotal Building Inspections/Zoning- Operating	\$ 15,045	\$ 16,594	\$ 15,234	\$ 12,768	\$ 19,790	\$ 19,100	\$ 22,450
Total Building Inspections/Zoning	\$ 144,296	\$ 159,586	\$ 165,022	\$ 177,522	\$ 193,173	\$ 213,863	\$ 226,987

City of Saco, Maine
Building Inspection/Code Enforcement Department Narrative, Continued

	2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
<u>CITY BUILDING MAINTENANCE- PERSONNEL</u>							
500103NON SUPERVISORY WAGES	\$ 15,600	\$ 25,035	\$ 27,972	\$ 29,763	\$ 30,823	\$ 31,217	\$ 33,261
Subtotal Buidling Maintenance - Personnel	\$ 15,600	\$ 25,035	\$ 27,972	\$ 29,763	\$ 30,823	\$ 31,217	\$ 33,261
<u>CITY BUILDING MAINTENANCE - OPERATING</u>							
500301OFFICE SUPPLIES	\$ -	\$ -	\$ -	\$ -	\$ 132	\$ 100	\$ 100
500302GENERAL SUPPLIES	\$ (3,803)	\$ (275)	\$ 151	\$ 392	\$ 649	\$ 350	\$ 500
500308CLEANING SUPPLIES	\$ 885	\$ 1,152	\$ 1,055	\$ 516	\$ 821	\$ 600	\$ 750
500313HEATING FUEL	\$ 7,834	\$ 7,014	\$ 7,921	\$ 9,381	\$ 13,874	\$ 13,000	\$ 15,400
500317MINOR EQUIPMENT	\$ 5,025	\$ 6,045	\$ 22,260	\$ (6,188)	\$ 5,722	\$ 2,000	\$ 9,866
500321STAFF VEHICLE-OPER/MAINT	\$ 993	\$ 361	\$ 1,730	\$ 2,542	\$ 3,049	\$ 1,800	\$ 600
500325CLOTHING/BOOT ALLOWANCE	\$ -	\$ -	\$ 99	\$ -	\$ 125	\$ 150	\$ 150
500333ELECTRICITY	\$ 20,765	\$ 24,175	\$ 22,911	\$ 17,553	\$ 18,452	\$ 22,200	\$ 23,000
500334WATER	\$ 1,444	\$ 1,516	\$ 1,621	\$ 1,853	\$ 1,613	\$ 2,000	\$ 2,100
500336PHONE MAINTENANCE	\$ 60	\$ 43	\$ 999	\$ 66	\$ 238	\$ 500	\$ 2,000
500339TRAVEL ALLOWANCE	\$ -	\$ -	\$ 18	\$ 46	\$ 32	\$ 100	\$ 100
500351BUILDING REPAIRS & MAINTENANCE	\$ 17,588	\$ 15,986	\$ 40,977	\$ 24,127	\$ 10,647	\$ 15,000	\$ 10,000
500428CONTRACTED SERVICES	\$ 2,733	\$ 3,818	\$ 9,301	\$ 6,800	\$ 4,130	\$ 4,500	\$ 4,200
Subtotal City Building Maintenance:	\$ 53,525	\$ 59,835	\$ 109,043	\$ 57,088	\$ 59,352	\$ 62,300	\$ 68,766
Total City Building Maintenance	\$ 69,125	\$ 84,870	\$ 137,015	\$ 86,851	\$ 90,175	\$ 93,517	\$ 102,027

City of Saco, Maine Planning and Economic Development Department Narrative

Fiscal Year 2007 Established Goals and Objectives

The goals and objectives of the Planning and Economic Development Department were validated through the City Council's endorsement of the city's completed Strategic Plan as well as the city's Performance Measurement Policy which ties performance pay to the achievement of goals and objectives. The three fiscal year 2007 strategic objectives for the Planning and Economic Development Department are found below. As the milestones listed for achievement are successfully completed, the boxes will be checked.

Element: Review and revise rural growth standards
Staff Lead: Peter Morelli

Related to Goal Area
Growth Management



Strategic Objective: Review and revise zoning, cluster, open space and subdivision standards for areas west of the turnpike.

Implementation Milestones with Existing Funding:

- ☐ Write report on current standards
- ☐ Review issues with the Planning Board
- ☐ Review with rural advisory committee
- ☐ Draft revised Standards
- ☐ Bring before Planning Board for approval and endorsement
- ☐ Bring before City Council for adoption
 - ☐ Revise and move discretionary land use provisions to a separate code
 - ☐ Revise cluster ordinance for rural areas
 - ☐ Revise traffic standards for consistency with state traffic movement standards

Implementation Milestones with Additional Funding

None noted at this time.

City of Saco, Maine
Planning and Economic Development Department Narrative, Continued

Element: Extend sewer service to Route 1 corridor
Staff Lead: Peter Morelli

Related to Goal Area
Infrastructure and Capital Development and Maintenance



Strategic Objective: To extend sewer through much of the rest of Route 1 corridor contingent upon the development of the area by outside developers.

Implementation Milestones with Existing Resources

- ☐ Complete financial plan for extension
- ☐ Complete design for sewer
- ☐ Get project out to bid

Implementation Milestones with Additional Funding

None noted at this time.

Element: CMP Transmission Line Project
Staff Lead: Peter Morelli

Related to Goal Area
Growth Management



Strategic Objective: To manage City and resident input for CMP transmission line project.

Implementation Milestones with Existing Resources

- ☐ Form stakeholder group and appropriate mailing lists
- ☐ Begin series of meetings with stakeholders
- ☐ Articulate questions and concerns to CMP and seek response
- ☐ Present alternate routes
- ☐ Obtain intervener status with PUC

Implementation Milestones with Additional Funding

None noted at this time.

City of Saco, Maine
Planning and Economic Development Department Narrative, Continued

Fiscal Year 2006 Results of Goals and Objectives

Element: Jenkins Road Improvements
Staff Lead: Peter Morelli

Related to Goal Area
Infrastructure and Capital Development and Maintenance



Strategic Objective: Develop plan for Jenkins Road water develop methodology for paying for the Jenkins Road improvements.

Implementation Milestones with Existing Resources

- ✓ Begin discussions with water company
- ❑ Develop financial plan
- ❑ Seek City Council approval
- ❑ Seek engineering and construction bids
- ❑ Begin and complete construction

Implementation Milestones with Additional Funding

None noted at this time.

Element: Open Space Purchase
Staff Lead: Peter Morelli

Related to Goal Area
Growth Management



Strategic Objective: To find and acquire open space for the City.

Implementation Milestones with Existing Resources

- ✓ Bond issue passed by voters for \$1,500,000 to acquire open space.
 - ✓ Resume committee meetings after failure of tax cap referendum.
 - ✓ Develop revised acquisition list.
- ❑ Seek approval from City Council for purchase of two properties. (Purchased one to date—a second one is up for discussion)
- ❑ Seek approval of City Council for at least one additional property.

Implementation Milestones with Additional Funding

None noted at this time.

City of Saco, Maine

Planning and Economic Development Department Narrative, Continued

Element: Downtown Enhancement activities
Staff Lead: Peter Morelli

Related to Goal Area
Downtown Revitalization



Strategic Objective: Continue emphasis on downtown enhancement activities, including market study, market enhancement strategy development, completion of Main Street—Pepperell Square project, and mill rehabilitation project.

Implementation Milestones with Existing Funding:

- ✓ Begin downtown Saco market study
- ✓ Work with Planning Decisions on customer spotting and license plate survey elements of market study.
- ✓ Organize Mayor's downtown forum.
- ✓ Complete three elements of market study, including in-house analysis of Saco and regional retail sales and improvement strategies.
- ✓ Begin cooperative efforts with potential Saco Island developers.
- ✓ Complete gateway signage.
 - ❑ Evaluate feasibility of modest additional improvement phase for section of Main Street from City Hall to Saco Museum. – already begun
 - ❑ Complete brownfields Phase 1 analysis of lower Saco Island.
 - ❑ Begin work on Main Street history trail (completion June 06).
 - ❑ Complete business inventory, another round of customer spotting and final report on downtown market study.
 - ❑ Work with potential Saco Island developers and Mill 108 owners.
 - ❑ Complete Main Street-Pepperell Square project
 - ❑ Complete wayfinding signage
 - ❑ Identify themes and locations for history trail

Implementation Milestones with Additional Funding

None noted at this time.

Mission Statement: Meeting the needs of residents, whether those proposing a new use in their homes or those concerned with new development nearby, and helping the City Council and Planning Board to guide the city's growth, are the roles of the Planning and Development Department.

Department Service Delivery Goals:

- 1) To assure that all applications submitted to the Planning and Development Department are processed in a timely and thorough fashion, with assistance provided as needed to applicants such that a fair and complete hearing is possible in a reasonable time frame.

The Department focuses on timely responses and ensuring compliance in order to meet the demands for growth within the City.

- 2) The Department will complete one major plan each year, except in the year immediately following a Comprehensive Plan. Examples in recent years include the Downtown Plan, the Comprehensive Plan, and Bicycle Pedestrian Plan.

The department and City Administration realize that these sorts of major plans are important to chart the future growth and development of the City and to assure that growth and expansion occurs consistently from one year to the next.

City of Saco, Maine

Planning and Economic Development Department Narrative, Continued

- 3) The department will complete at least one major, substantive set of ordinance revisions each year, except in the year following the passage of a Comprehensive Plan, when many such ordinance revisions will already be done. Recent examples include cluster (1999), extensive comprehensive plan implementation amendments (2000 and 2001), cell towers (2002), recreation and open space impact fee provisions (2002), private roads (2003), extensive housekeeping amendments (2003).

The Department realizes the importance of consistency which is achieved through the detailed direction given in the creation and updating of City ordinances.

Performance Data: The measures used by the Planning and Development Department to gauge their performance in achieving this goal is as follows:

- 1A) Upon receipt of a conditional use application, Planning Board review will be scheduled within no more than 30 days for at least 95% of all such applications (Service Deliver Goal 1)

Year	Conditional Use Applications Received	# Requiring Planning Board Review	Review scheduled within 30 days- Target of 95%	# Requiring Staff Review Only	Review scheduled and approved within 30 days - Target of 95%
2004*	N/A	N/A	90%	N/A	N/A
2005	13	4	100%	9	100%

* = anecdotal

- 1B) Upon receipt of a site plan application, Planning Board review will be scheduled within no more than 45 days for at least 95% of all such applications (Service Delivery Goal 1).

Year	Site Plan Review Applications Received	# Requiring Planning Board Review	Review scheduled within 45 days- Target of 95%	# Requiring Staff Review Only	Review scheduled within 45 days Target of 95%
2004*	N/A	N/A	90%	N/A	N/A
2005	12	8	100%	4	100%

* = anecdotal

- 2) Department will complete one major plan each calendar year, except for a year immediately following the completion of the Comprehensive Plan (Service Delivery Goal 2).

Plan	2000	2002	2004	2005
Comprehensive Plan	X			
Regional Beach Management Plan	X			
Saco Spirit for Business Recommendation		X		
Bicycle Pedestrian Plan			X	
Rte. 112 Study				X
Main Street Access Study				X
York County Economic Development Plan Update				X
Downtown Market Study				X

City of Saco, Maine
Planning and Economic Development Department Narrative, Continued

3) Department will complete at least one major, substantive set of ordinance revisions each calendar year (Service Delivery Goal 3).

Ordinance	2000	2001	2002	2003	2004	2005
Cluster Housing	X					
Extensive Comprehensive Plan Amendments	X	X				
Cell Towers			X			
Recreation & Open Space Impact Fees			X			
Private Roads				X		
Extensive Housekeeping Amendments				X		
Net Density, Signs					X	
Design Standards						X

Citizen Survey: The Planning and Development Department satisfaction rating this year still falls between “neutral” and “somewhat satisfied” for its overall service delivery performance by citizens surveyed with a mean rating of 3.47 on the scale of 1 to 5 where 1 means “very dissatisfied” and 5 means “very satisfied.” About 38% of total respondents were “very satisfied” (11%) or “somewhat satisfied” (27.3%), while about 12% were “somewhat dissatisfied” (9%) or were “very dissatisfied” (3%). A large percent of respondents, 22.8%, were “neutral,” while 27% responded they “don’t know,” that is they had no opinion. Both of these response categories combined influenced the final rating slightly lower.

		1 – Very dissatisfied	2 –Somewhat dissatisfied	3 –Neutral	4 –Somewhat satisfied	5 – Very satisfied	Don't know	Mean Response
The City's Planning and Economic Development Department	2004	3.3 %	6.8 %	22.3 %	29.3 %	11.3 %	27.3 %	3.53
	2005	3.0 %	9.0 %	22.8 %	27.3 %	11.0 %	27.0 %	3.47
The timeliness of the City's response on planning matters related to new construction	2004	3.8 %	6.8 %	21.3 %	23.8 %	8.0 %	36.5 %	3.40
	2005	3.0 %	9.0 %	22.0 %	19.3 %	8.5 %	38.3 %	3.34

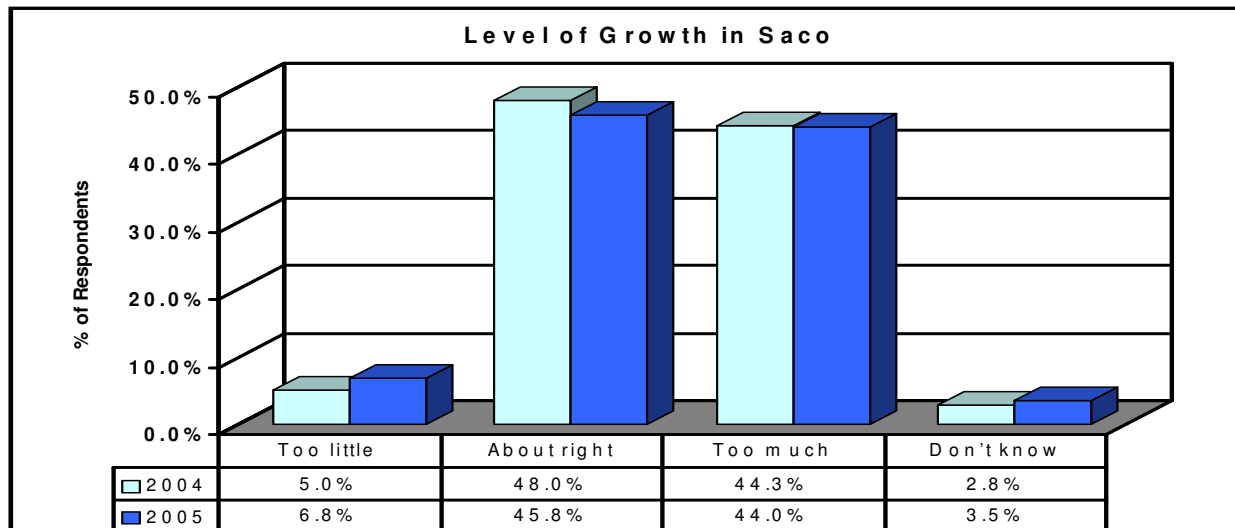
As with last year, when asked about the specific aspect of timeliness on planning matters related to new construction, the rating by survey respondents dropped slightly to a mean response of 3.34 on the 1 to 5 scale. It is important to note that the “don’t know” respondents jumped up to 38.3% in this case versus this response to the broader question (which was 27%), while the “very satisfied” respondents dropped to 8.5% (versus 11%) and the “somewhat satisfied” fell to 19.3% (versus 27.3%). As this measure of citizen satisfaction is the only rating directly tied to how the Department rates its own performance, special notice of the mean rating, as well as the “don’t know” responses, should continue to be taken and remedies to this low satisfaction rate considered and undertaken.

City of Saco, Maine

Planning and Economic Development Department Narrative, Continued

When asked about the specific aspect of the city's planning for growth, the rating by survey respondents dropped again to a mean response of 3.2 on the 1 to 5 scale. In this case, the majority, 38%, felt the city's planning for growth was "average," that is neither poor nor good, while only 6.5% had no opinion. 19% felt the city's planning for growth was either poor (13%) or "very poor" (6%), and 36% felt the city's growth planning was "good" (29.8%) or "excellent" (6.8%). These ratings do not reflect improvement over last year.

	2 0 0 4	2 0 0 5
5 - E x c e l l e n t	9 . 5 %	6 . 8 %
4 - G o o d	2 6 . 5 %	2 9 . 8 %
3 - A v e r a g e	3 9 . 8 %	3 8 . 0 %
2 - P o o r	1 3 . 8 %	1 3 . 0 %
1 - V e r y p o o r	3 . 3 %	6 . 0 %
D o n ' t k n o w	7 . 3 %	6 . 5 %
V e r y / S o m e w h a t s a t i s f i e d c o m b i n e d	3 6 . 0 %	3 6 . 6 %
V e r y / S o m e w h a t d i s s a t i s f i e d c o m b i n e d	1 7 . 1 %	1 9 . 0 %
M e a n R e s p o n s e (1 t o 5)	3 . 2 7	3 . 2 0



Finally, when asked about the level of growth in Saco, about 46% of respondents thought it was "about right" and 7% thought it was "too little," while 44% thought it was "too much." Only 3.5% if citizens surveyed did not know how to rate the level of growth in the city.

The surveyed citizen's rating for growth planning again was the least positive of all the related questions put forth about Planning and Development Department, as well as one of the lowest rankings for the City overall. Alongside the 44% of respondents who responded this year that Saco's level

of growth is "too much" (and last year it was 44.3%), how growth of the city is handled appears to remain the largest issue of concern for citizens that can be yielded from this survey process. Of note, respondents aged 35 to 54 were more likely then those aged 18 to 34 or 55 and older to indicate that the level of growth in Saco is "too much."

How the issue of performance can be addressed by the Planning and Development Department may be in part a matter of improved communications, as so many respondents had no opinion when it came to rating the department on its performance. If further information on the successes of the department was made available, such as grants awarded or new businesses brought to the city, it might improve the image of the department, as well as help citizens better understand the department's overall role. As to the specific concerns of citizens about growth and growth planning, further thought still needs to be given by the city administration as to how to address this issue. Based on qualitative feedback from the citizens' advisory panel, more citizen input into this issue is warranted.

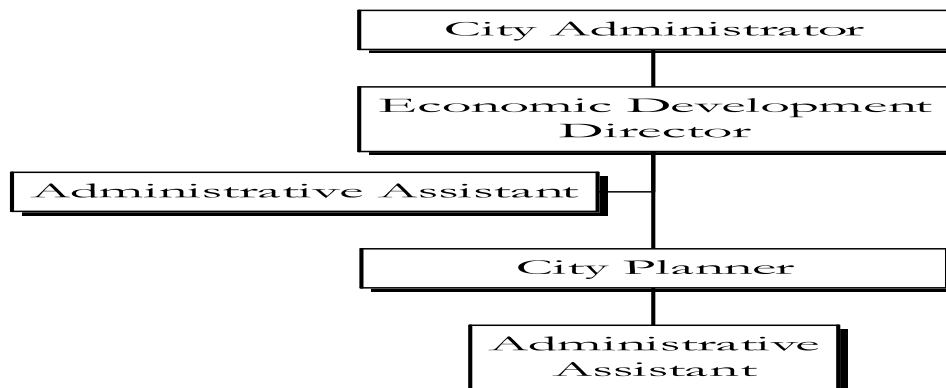
City of Saco, Maine
Planning and Economic Development Department Narrative, Continued

Per the City of Saco, Maine Code- § 4-11. Powers and duties of department heads.

The heads of departments shall:

- A. Perform all duties required by their office by the City Charter, by ordinance or by any other laws, and it shall be the duty of the department head to perform such duties not in conflict therewith as may be assigned by the City Administrator.
- B. Be held immediately responsible to the City Administrator for effective administration of their departments and duties, unless otherwise stipulated in the City Charter.
- C. Keep abreast with the latest practices and developments in their particular field and inaugurate, with the approval of the City Administrator, any new practice that appears to be of benefit to the service and to the public.
- D. Submit reports of the activities of their departments annually and when requested by the City Administrator.
- E. Establish and maintain a system of records and reports in sufficient detail to furnish all information necessary for proper control of departmental activities and to form a basis for the reports required by the City Administrator.
- F. Have the power to delegate to members of the departments or divisions coming under their jurisdiction any duties and responsibilities as seem advisable, together with proportionate authority for their fulfillment, but in no case may they delegate their overall responsibility or any of their accountability.
- G. Have the authority to appoint and remove, subject to the personnel regulations and the authority of the City Administrator, all persons under their employ.
- H. Be responsible for the proper custody and maintenance of all city property used in their departments.
- I. Be appointed by the City Administrator and confirmed by the City Council and serve for an indefinite term at the pleasure of the City Administrator.
- J. Establish and maintain a system of performance evaluation for all of the personnel within the department.

City of Saco
Organizational Chart
Economic Development and
Planning Department



City of Saco, Maine Planning and Economic Development Department Narrative, Continued

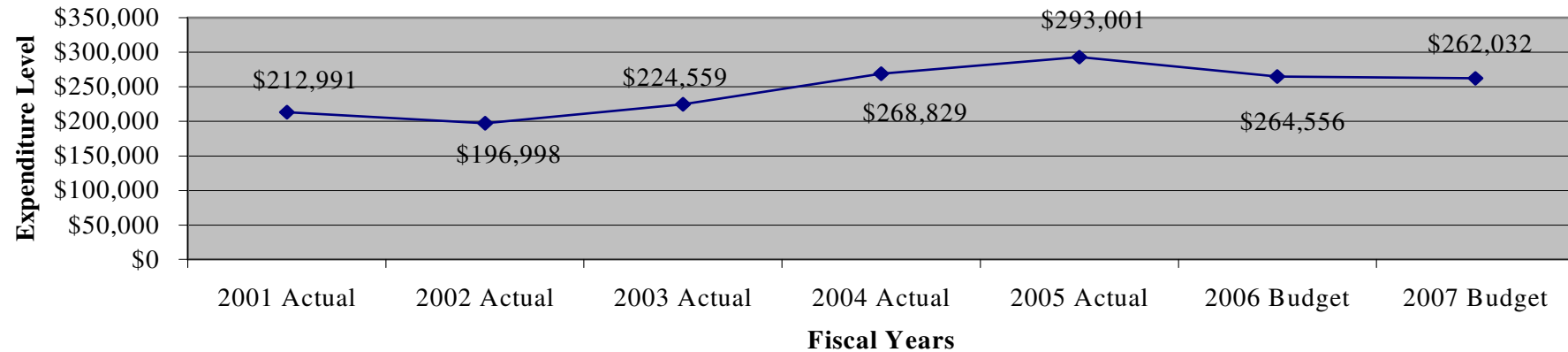
Expenditures:

The expenditures within this department are related to the following activity centers:

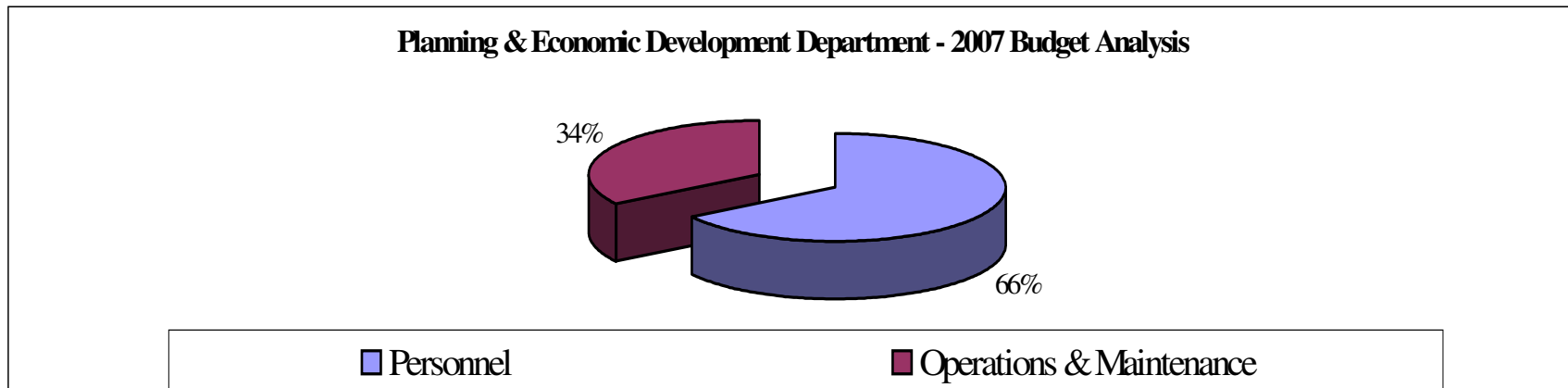
- Planning & Economic Development

The following graphs depict the expenditure level of these activity centers over the last 6 years.

City of Saco - Planning & Economic Development Expense Analysis



Planning & Economic Development Department - 2007 Budget Analysis



City of Saco, Maine
Planning and Economic Development Department Narrative, Continued

Planning & Economic Development Department
Expenditure Analysis

		2001	2002	2003	2004	2005	2006	2007	
		Actual	Actual	Actual	Actual	Actual	Budget	Budget	
Personnel	\$	119,972	\$ 126,494	\$ 133,375	\$ 153,007	\$ 152,569	\$ 165,007	\$ 172,282	
Operations & Maintenance	\$	93,019	\$ 70,504	\$ 91,184	\$ 115,822	\$ 140,432	\$ 99,550	\$ 89,750	
PLANNING & ECONOMIC DEVELOPMENT- PERSONNEL		2001	2002	2003	2004	2005	2006	2007	
		Actual	Actual	Actual	Actual	Actual	Budget	Budget	
500101	DEPARTMENT HEAD WAGES	\$ -	\$ -	\$ -	\$ 62,386	\$ 64,974	\$ 68,118	\$ 70,514	
500103	NON SUPERVISORY WAGES	\$ 95,033	\$ 102,175	\$ 107,394	\$ 55,295	\$ 57,980	\$ 59,477	\$ 63,378	
500104	COURT OFFICERS/ CLERICAL WAGES	\$ 23,892	\$ 23,745	\$ 24,861	\$ 35,326	\$ 28,712	\$ 27,411	\$ 28,390	
500118	STIPENDS/ INTERNS	\$ 1,047	\$ 574	\$ 1,120	\$ -	\$ 903	\$ 10,000	\$ 10,000	
Subtotal Planning & Economic Dev. - Personnel		\$ 119,973	\$ 126,494	\$ 133,375	\$ 153,007	\$ 152,569	\$ 165,007	\$ 172,282	

City of Saco, Maine
Planning and Economic Development Department Narrative, Continued

PLANNING & ECONOMIC DEVELOPMENT - OPERATING		2001 Actual		2002 Actual		2003 Actual		2004 Actual		2005 Actual		2006 Budget		2007 Budget	
500301	OFFICE SUPPLIES	\$	1,244	\$	1,400	\$	1,556	\$	2,264	\$	1,677	\$	1,400	\$	2,000
500304	COMPUTER SUPPLIES	\$	-	\$	655	\$	546	\$	-	\$	-	\$	700	\$	700
500317	MINOR EQUIPMENT	\$	1,165	\$	424	\$	3,534	\$	63	\$	-	\$	500	\$	500
500322	TUITION/TRAINING	\$	910	\$	1,463	\$	2,085	\$	118	\$	535	\$	2,000	\$	2,000
500330	DUES & MEMBER- SHIPS	\$	347	\$	162	\$	664	\$	473	\$	1,272	\$	700	\$	700
500332	BOOKS & MANUALS	\$	181	\$	442	\$	330	\$	159	\$	91	\$	600	\$	600
500336	TELEPHONE	\$	1,463	\$	1,351	\$	1,395	\$	1,360	\$	1,535	\$	1,650	\$	1,650
500337	POSTAGE	\$	2,689	\$	2,344	\$	2,495	\$	3,333	\$	2,604	\$	2,600	\$	2,600
500338	COPIER	\$	3,359	\$	2,236	\$	2,114	\$	1,057	\$	2,560	\$	-	\$	-
500339	TRAVEL	\$	2,012	\$	3,604	\$	1,748	\$	1,976	\$	2,252	\$	2,000	\$	2,500
500341	ADVERTISING	\$	2,709	\$	2,198	\$	1,806	\$	1,989	\$	2,843	\$	3,000	\$	3,000
500344	PRINTING	\$	506	\$	347	\$	294	\$	645	\$	108	\$	1,000	\$	1,000
500350	FURNITURE & FIX- TURES	\$	235	\$	-	\$	-	\$	80	\$	-	\$	1,000	\$	1,000
500360	COMPUTER SOFT- WARE	\$	-	\$	-	\$	-	\$	1,181	\$	-	\$	-	\$	-
500370	FILING FEES/ LICENSES/PERMITS	\$	-	\$	-	\$	-	\$	-	\$	1,000	\$	200	\$	-

City of Saco, Maine
Planning and Economic Development Department Narrative, Continued

		2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
500410	REPAIRS/MAINTENANCE	\$ -	\$ -	\$ 244	\$ -	\$ -	\$ 300	\$ 300
	ENGINEERING PROJECTS - REIMBURSED	\$ 51,847	\$ 44,021	\$ 69,892	\$ 77,891	\$ 119,354	\$ 70,000	\$ 52,000
500428	CONTRACTED SERVICES	\$ -	\$ -	\$ -	\$ 11,300	\$ 4,191	\$ 4,000	\$ 4,000
500483	HISTORIC PRESERVATION	\$ 284	\$ 329	\$ 386	\$ 11,111	\$ 35	\$ 4,000	\$ 8,000
500484	SO.ME.REGIONAL PLAN- NING	\$ -	\$ 892	\$ 909	\$ -	\$ -	\$ 1,900	\$ 5,200
500550	COMPREHENSIVE PLAN	\$ 24,066	\$ 8,416	\$ 1,186	\$ 822	\$ 375	\$ 2,000	\$ 2,000
	Subtotal Planning & Econ Development- Operating	\$ 93,018	\$ 70,504	\$ 91,184	\$ 115,822	\$ 140,432	\$ 99,550	\$ 89,750
	Total Planning & Economic Development	\$ 212,991	\$ 196,998	\$ 224,559	\$ 268,829	\$ 293,001	\$ 264,557	\$ 262,032

City of Saco, Maine Public Works Department Narrative

Fiscal Year 2007 Established Goals and Objectives

The goals and objectives of the Public Works Department were validated through the City Council's endorsement of the city's completed Strategic Plan as well as the city's Performance Measurement Policy which ties performance pay to the achievement of goals and objectives. The three fiscal year 2007 strategic objectives for the Public Works Department are found below. As the milestones listed for achievement are successfully completed, the boxes will be checked.

Element: Secure funding for a new public works facility

Staff Lead: Michael Bolduc

Related to Goal Area:

Infrastructure and Capital Development and Maintenance



Strategic Objective: Secure funding for a new public works facility

Implementation Milestones with Existing Resources

- ✓ Present proposed facility renovations to the City Council at budget hearings
- ☐ Develop plan for public outreach for bond vote in November of 2006

Implementation Milestones with Additional Funding

- ☐ Schedule meetings for final design
- ☐ Permit applications
- ☐ Wetlands resolution
- ☐ Consideration of Poirier land purchase
- ☐ Resolution of school department integration
- ☐ Prepare bid documents
- ☐ Award bid
- ☐ Construction begins
- ☐ Construction ends

City of Saco, Maine Public Works Department Narrative, Continued

Element: Resolution to Transfer Station

Staff Lead: Michael Bolduc,

Related to Goal Area:

Meeting New Environmental Regulation Challenges

Strategic Objective: Prepare recommendations for near and long term resolutions for the collection, transportation, and disposal of municipal solid waste.



Implementation Milestones with Existing Resources

- ✓ Research alternatives to traditional MSW disposal—January through April 2006
- ✓ Prepare RFP for short and long term options—April 2006
- ✓ Evaluate and prepare recommendations to the City Council—June 19
 - ☐ Council request a second meeting with RWS and PERC
 - ☐ Scheduled RWS for July 13
- ☐ Proceed with recommendations
- ✓ Review long term alternatives

Implementation Milestones with Additional Funding

Element: Complete AFSME Contracts

Staff Lead: Michael Bolduc

Related to Goal Area

Human Resource Investment



Strategic Objective: Complete AFSME negotiations prior to the expiration of the existing contract.

Implementation Milestones with Existing Resources

- ✓ Attempt to work out non-monetary issues in labor/management meetings directly with union
- ✓ Research and develop a draft sick leave abuse policy
- ✓ Research and develop a draft evaluation policy
- ✓ Create dialogue with the union toward resolution on these items
- ✓ Union declined on first vote with less than 50% voting on June 19
- ✓ City Council approved Union tentative agreement on June 19

Implementation Milestones with Additional Funding

None

City of Saco, Maine
Public Works Department Narrative, Continued

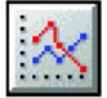
Fiscal Year 2006 Results of Goals and Objectives

Element: Transfer Station Alternatives Analysis

Staff Lead: Michael Bolduc, Brian Cataldo

Related to Goal Area

Meeting the Financial Needs for City Services



Strategic Objective: Conduct an analysis of the Transfer Station operation alternatives for City Council review and implementation as directed.

Implementation Milestones with Existing Resources

- ✓ Conduct an analysis of Transfer Station Alternatives
- ✓ Review analysis with key staff and City Council
- ✓ Revise recommendations as directed
- ✓ Develop implementation plan
- ✓ Council approval of final plan – Council did not approve plan
- ✓ Conduct update of the MSW/Recycling/bulky waste Transfer Station conceptual plan and cost estimates
 - ✓ Present to Council (September 2005)
 - ☐ Implement Plan

Implementation Milestones with Additional Funding

- ☐ Compost Pad - \$70,000
- ☐ Transfer Station design and construction

Element: Establish a Collection System Division

Staff Lead: Michael Bolduc, Brian Cataldo

Related to Goal Area:

Meeting New Environmental Regulation Challenges



Strategic Objective: Establish a Utility Division responsible for storm and sanitary collection and treatment systems.

Implementation Milestones with Existing Resources

- ✓ Create Organization structure and responsibilities
- ✓ Create job descriptions and obtain union approval
- ✓ Develop a strategic plan for division
- ✓ Prioritize division work plan for year
 - ✓ Implement key milestones
 - ☐ Prepare end of year report on division activities

Implementation Milestones with Additional Funding

None.

City of Saco, Maine Public Works Department Narrative, Continued

Element: Construction Projects Utilizing City Forces

Staff Lead: Michael Bolduc, Ron Kiene

Related to Goal Area:

Infrastructure and Capital Development and Maintenance



Strategic Objective: Complete two Public Works projects with City forces:

1. Landfill Cap #1
2. Shadagee Road Phase #1—(Garfield to Laliberte Circle)

Implementation Milestones with Existing Resources

Landfill Cap Recreation Site

- ✓ Complete design engineering
- ✓ Obtain permits as needed
- ✓ Develop logistical plan (materials, equipment, and labor resources)
 - ✓ Begin construction – May 2005 (June 2005) Delay due to rain
 - ✓ Complete construction – August 2005
 - ✓ Seeding – September 2005

Shadagee Phase #1

- ✓ Complete design engineering
 - ❑ Determine financial status
 - ❑ Obtain permits as needed
 - ❑ Develop logistical plan (materials, equipment, and labor resources)
 - ❑ Begin construction – 2005
 - ❑ Complete construction - 2005

Implementation Milestones with Additional Funding

- ❑ Parking Lot for Landfill #1
- ❑ Parking Lot for Recreation Department
- ❑ Young School site work

Mission Statement: We will serve our citizens by providing and maintaining a safe, clean and functional community.

Department Service Delivery Goals:

- 1) To maintain City streets and roads to a high standard.

Using the latest technology, such as the mapping technologies Geographic Information Systems (GIS) and Global Positioning Satellites (GPS) and the Maine Department of Transportation's Road Surface Management System (RSMS), the Public Works Department has been able to create and keep up-to-date an inventory and condition rating system of all its roads and sidewalks. These tools help the department prioritize projects and utilize resources more effectively.

City of Saco, Maine Public Works Department Narrative, Continued

- 2) To reduce the annual vehicular maintenance cost by expanding and refining the preventative maintenance programs and replacing vehicles according to the recognized Government Accounting Standards Board (GASB) Statement 34 replacement schedules.

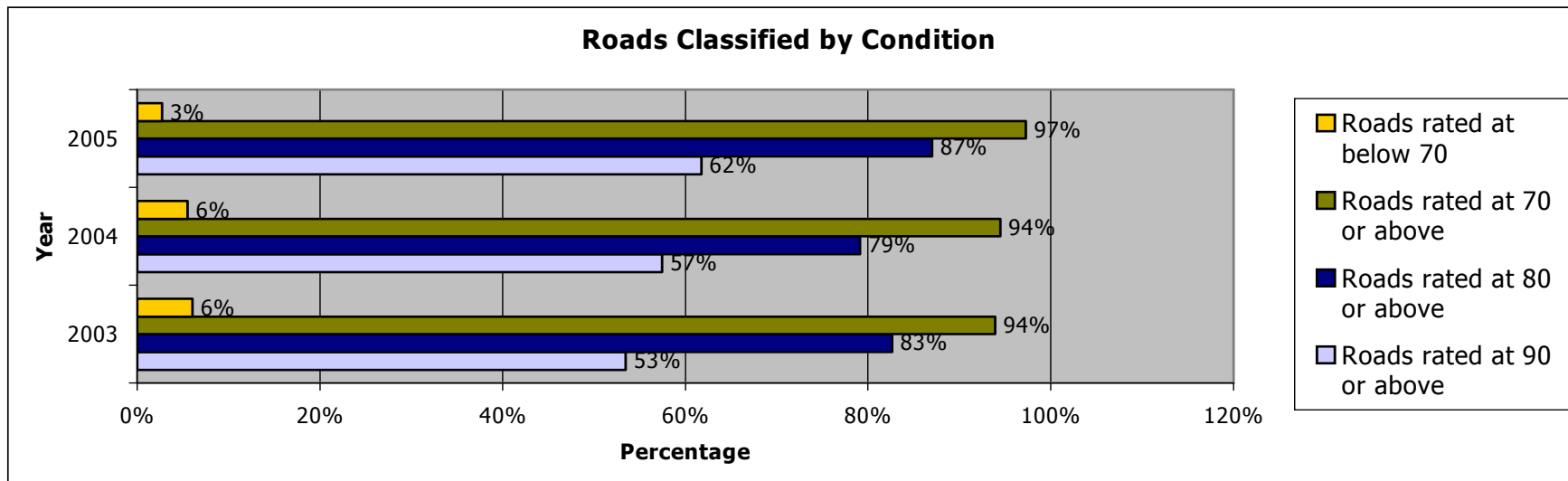
To support its maintenance programs, the Public Works Department has undertaken a series of detailed cost analyses of the fleet of vehicles maintained in order to best understand when and why vehicles need to be repaired or replaced. This includes graphing various dimensions such as vehicle types, miles driven, age, costs to maintain, and comparing performance for the last two years, in order to see trends and issues that would otherwise be difficult to track and identify.

- 3) To reduce the City's dependence on traditional refuse disposal and develop alternative strategies and programs to promote recycling, reuse and source reduction of disposable materials.

The Recycling Program, the most visible example of the Public Works Departments execution of the above goal, brought both automation and simplification into the system in order to streamline the process, manage costs and achieve the desired result of reduction in garbage that needed to be disposed of through incineration.

Performance Data: The measures used by the Public Works Department to gauge their performance in achieving these goals are as follows:

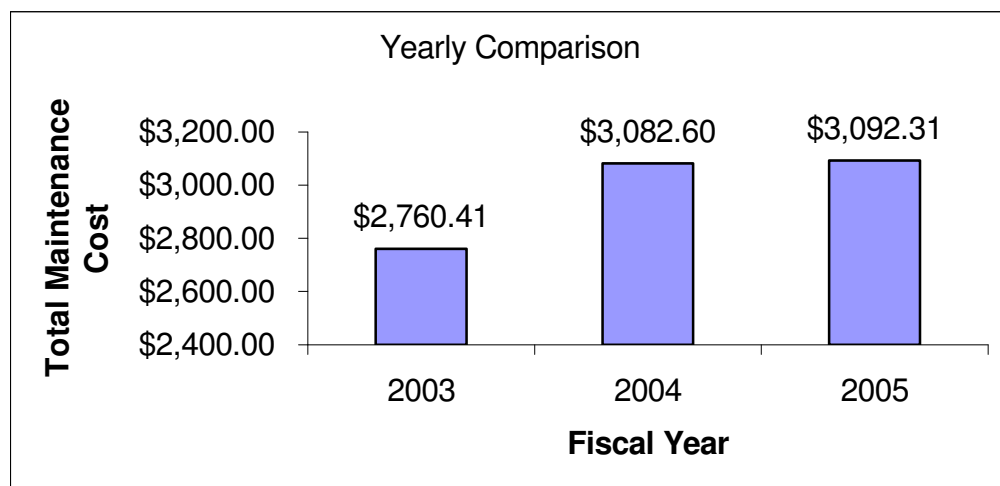
- 1) To achieve a minimum satisfactory Pavement Condition Index rating of 70, based on the RSMS scale, for 80% of the City's total lane miles. (Service Delivery Goal 1).



City of Saco, Maine Public Works Department Narrative, Continued

2) A reduction in total and preventative maintenance costs per unit and classifications per year. (Service Delivery Goal 2).

City of Saco Average Annual Maintenance Cost per Vehicle



All Jurisdictions	
Mean	\$ 3,534
Median	\$ 3,058
Pop. 100,000 and Above	
Mean	\$ 3,928
Median	\$ 4,191
Pop. Under 100,000	
Mean	\$ 3,227
Median	\$ 2,536

Figure 1: FY 2000 average expenditure per vehicle obtained from ICMA Center for Performance Measurement, September 2001 Report

Figure 1 values have been adjusted to the 2005 Dollar value using a 4 percent inflation rate

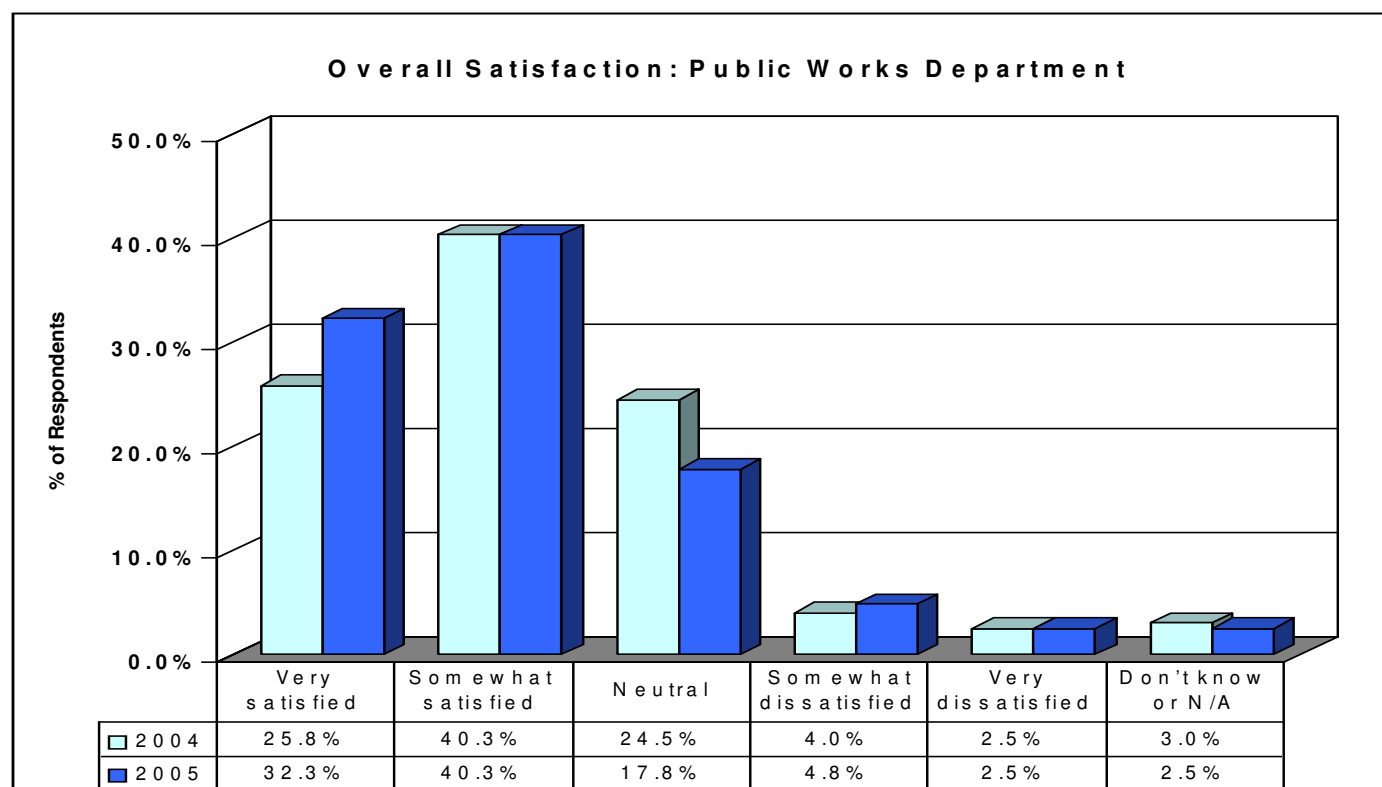
Due to major snow storms, equipment experienced significant deterioration in FY 2005.

3) A reduction in household tonnage of solid waste and recycling annually. (Service Delivery Goal 3).

	Recycling Tonnages						Residential Solid Waste Tonnages					
	2003		2004		2005							
Month	2003 Fibers	2003 Containers	2004 Fibers	2004 Containers	2005 Fibers	2005 Containers	Base Year	2003	2004	2005	2004 Change From Base Year	2005 Change from Base Year
Jan	94	23	156	23	97	33	467	413	351	367	116	100
Feb	81	21	92	20	85	23	382	344	308	378	74	4
March	78	23	111	24	107	35	418	387	418	428	0	(10)
April	140	22	132	21	122	22	490	402	396	434	94	56
May	123	25	107	23	90	28	520	405	394	466	127	55
June	128	23	133	30	149	22	556	417	444	477	112	79
July	129	23	122	29	146	26	564	446	461	453	103	111
August	125	27	153	28	147	23	519	460	427	518	92	0
September	124	23	117	26	123	25	509	421	485	454	24	56
October	129	25	148	19	142	14	526	436	405	485	121	41
November	122	18	108	24	113	21	466	359	439	448	27	18
December	129	26	153	26			482	443	465		17	
Total	1402.41	278.26	1530.50	291.82	1318.48	271.85	5898.37	4932.74	4992.96	4905.70	905.54	

City of Saco, Maine Public Works Department Narrative, Continued

Citizen Survey: The Public Works Department is rated positively for overall service delivery performance by citizens surveyed, with a mean rating of 3.97 (up from 3.85 in 2004) on a scale of 1 to 5 where 1 means “very dissatisfied” and 5 means “very satisfied.” Almost 73% of total respondents were “very satisfied” or “somewhat satisfied,” while only 7.3% were “somewhat dissatisfied” or “very dissatisfied.” A large percent of respondents, 17.8%, were “neutral.” In this case, it was these neutral respondents who have influenced the final rating slightly lower, as opposed to actively dissatisfied respondents or those who had no opinion (don’t know = 2.5%). As in other areas, older residents and those with lower household incomes rated this department overall more favorably.



Once again, when asked about specific aspects of Public Works, ratings by survey respondents tended to be higher than that of the overall rating for the department, especially in the areas of cleanliness of the City (4.26), recycling (4.36) and trash collection (4.34). Both trash and recycling still had very high percents of respondents who were “very satisfied” with those services, at 54.5% and 56.5% respectively, indicating the department continues to do very well in these areas.

City of Saco, Maine

Public Works Department Narrative, Continued

		1 – Very dissatisfied	2 – Somewhat dissatisfied	3 – Neutral	4 – Somewhat satisfied	5 – Very satisfied	Don't know	Mean Response
The maintenance of City buildings and facilities	2004	0.3%	0.5%	16.8%	49.3%	25.5%	7.8%	4.08
	2005	0.5%	3.0%	13.5%	45.3%	31.5%	6.3%	4.11
The maintenance of City streets	2004	3.0%	6.5%	27.8%	41.0%	21.3%	0.5%	3.71
	2005	3.3%	5.8%	26.8%	39.3%	24.3%	0.8%	3.76
The maintenance of sidewalks in the City	2004	2.5%	9.3%	23.3%	40.0%	22.5%	2.5%	3.73
	2005	2.5%	7.3%	20.8%	40.8%	25.5%	3.3%	3.82
The maintenance and preservation of the character of downtown Saco	2004	1.3%	2.3%	13.8%	44.0%	37.3%	1.5%	4.15
	2005	0.5%	3.5%	10.8%	41.5%	42.3%	1.5%	4.23
Snow plowing and removal on city streets during the past 12 months	2004	1.3%	4.5%	17.0%	41.3%	34.5%	1.5%	4.05
	2005	2.5%	6.5%	15.0%	35.3%	38.5%	2.3%	4.03
The overall cleanliness of City streets and other public areas	2004	0.3%	2.0%	11.5%	47.8%	38.5%	0.0%	4.22
	2005	0.5%	0.8%	10.8%	47.8%	39.5%	0.8%	4.26
The overall quality of trash collection services	2004	2.0%	4.3%	10.0%	37.0%	43.5%	3.3%	4.20
	2005	1.3%	4.0%	9.5%	28.3%	54.5%	2.5%	4.34
The overall ease of using the City's new recycling program	2004	2.5%	3.5%	8.3%	32.5%	47.8%	5.5%	4.26
	2005	2.5%	4.3%	6.0%	25.5%	56.5%	5.3%	4.36
The overall quality of City wastewater treatment	2004	1.0%	2.0%	15.8%	28.0%	23.3%	30.0%	4.01
	2005	0.5%	1.3%	9.0%	30.3%	27.8%	31.3%	4.21

Important exceptions remain in the areas of maintenance of City streets, at 3.76 for the mean response on the 1 to 5 scale, and maintenance of City sidewalks with a mean response of 3.82. These results were meaningfully influenced by neutral respondents but also by slightly higher percents of respondents who were very or somewhat dissatisfied, indicating that these continue to be real areas of concern to citizens for the Public Works Department to address.

While citizens surveyed rated their most recent contact with a non-emergency city worker as highly positive, with a mean response of 4.40, unfortunately this is one of the only satisfaction ratings that decreased over last year significantly. Because of the large number of Public Works employees on the total City staff, and also due to the fact that the survey question was worded using a Public Works area employee or contracted provider as the first examples, it seems logical to report this finding here to help form a more complete picture of citizen satisfaction with this department and important to note due to the slight negative change.

City of Saco, Maine
Public Works Department Narrative, Continued

	2004	2005
5 – Very professional and courteous	61.5%	59.0%
4 – Somewhat professional and courteous	24.3%	21.8%
3 – Neither unprofessional/discourteous nor professional/courteous	2.0%	5.3%
2 – Somewhat unprofessional and discourteous	2.5%	3.0%
1 – Very unprofessional and discourteous	1.8%	3.5%
Don't know	1.3%	1.8%
Not applicable – no recent contact	6.8%	5.8%
Very / Somewhat professional and courteous combined	85.8%	80.8%
Very / Somewhat unprofessional and discourteous combined	4.3%	6.5%
Mean Response (1 to 5)	4.54	4.40

In terms of the ongoing concern citizens have with the maintenance of the city streets and sidewalks with “somewhat satisfied” responses, public works continues to strive for improvements in these areas.

Public Works efforts continue aggressively on road maintenance with budget allocations of \$400,000-\$500,000 over the last four years. Unfortunately, given the nature of Maine winters, perfecting roads is never fully achieved. On the Pedestrian Systems, while the rating system planned for this year had to be delayed due to major personnel changes and funding delays, several major projects were accomplished. The rating system, which will aid in prioritization and assessment, is now planned for the coming year.

Per the City of Saco, Maine Code- § 4-19. Department of Public Works.

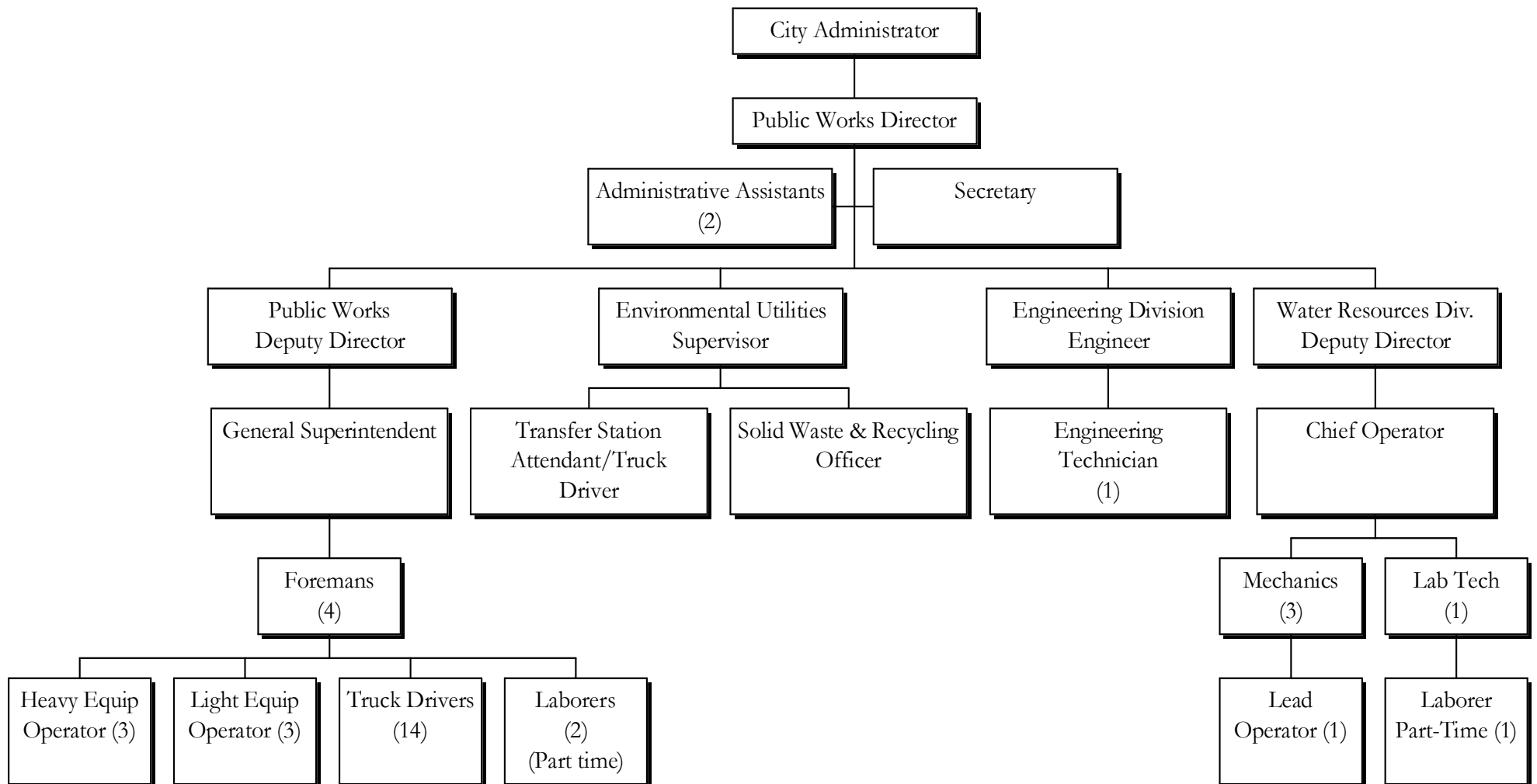
A. Establishment. There shall be a Department of Public Works. The head of this Department shall be the Director of Public Works, who shall be appointed by the City Administrator with confirmation from the City Council. The number of employees shall be determined by the City Council and each employee shall be appointed by the City Administrator, after hearing recommendations of the Director.

B. Duties of the Director of Public Works. The Director of Public Works shall:

- (1) Be responsible for the administration and professional work in the supervision of the city's public works operation, except treatment plants.
- (2) Be responsible for directing all phases of municipal public works, except treatment plants, including landfills, sewers, streets, motor vehicle maintenance and garbage and refuse collection and disposal and snow plowing and removal.
- (3) Be responsible for aggressively seeking all funds from any sources owed to this Department.
- (4) Be responsible for researching and implementation of improvements to the operation of the Department in his/her charge.
- (5) Be responsible for the formulation of policies and coordinate activities in accordance with general policies established by the City Council and City Administrator.
- (6) Be responsible for the supervision over unskilled, semiskilled, skilled and supervisory maintenance and construction employees.
- (7) Be responsible for the sound fiscal management of his/her Department.

City of Saco, Maine
Public Works Department Narrative, Continued

City of Saco
Organizational Chart
Public Works Department



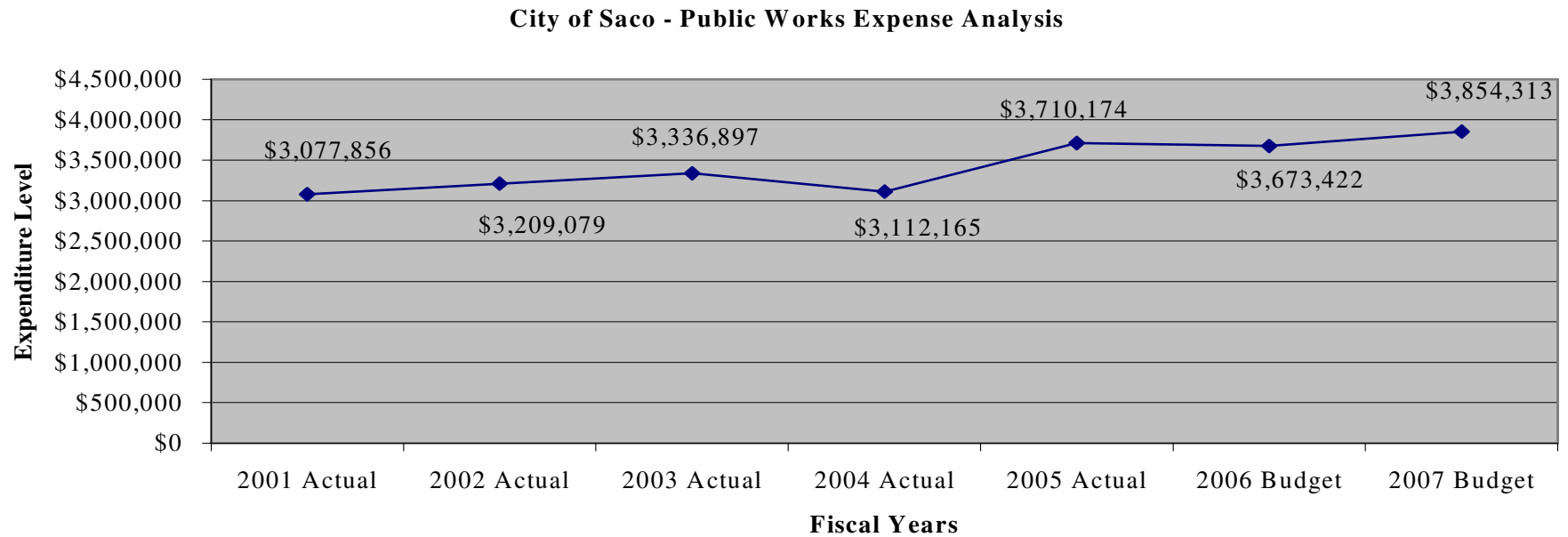
City of Saco, Maine Public Works Department Narrative, Continued

Expenditures:

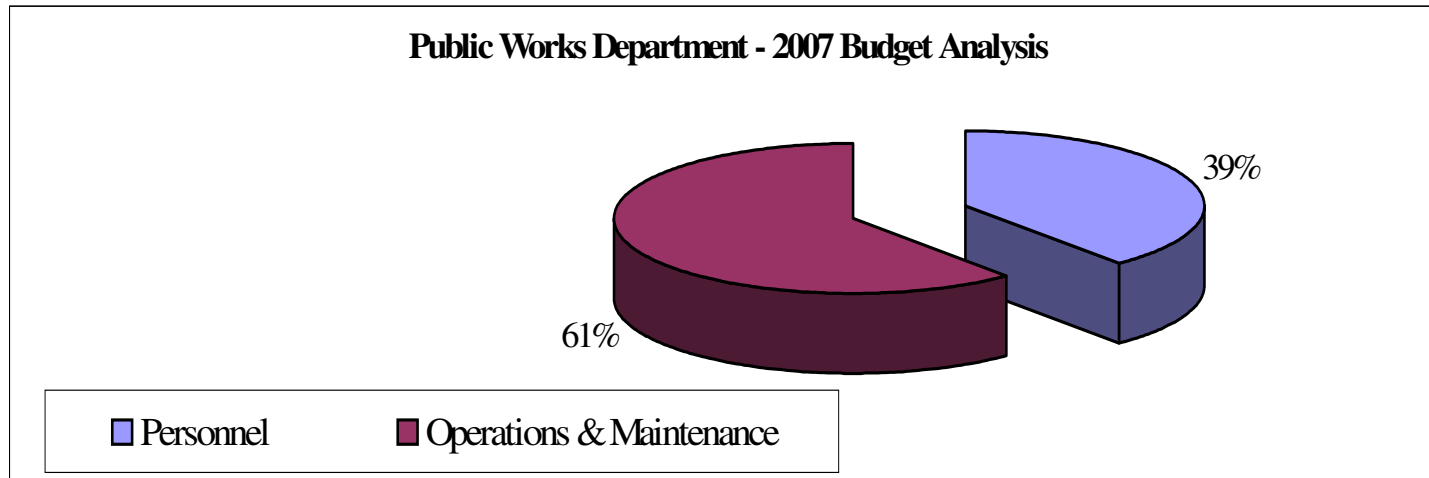
The expenditures within this department are related to the following activity centers:

- Street Lights
- Traffic Lights
- Public Works-Administration
- Public Works-General Maintenance
- Public Works-Winter Maintenance
- Waste Pick-up
- Transfer Station
- Public Works-Garage Facility

The following graphs depict the expenditure level of these activity centers over the last 6 years.



City of Saco, Maine
Public Works Department Narrative, Continued



	Public Works Department Expenditure Analysis						
	2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
Personnel	\$ 1,036,798	\$ 1,100,986	\$ 1,271,152	\$1,306,417	\$1,471,171	\$1,422,984	\$1,514,958
Operations & Maintenance	\$ 1,513,709	\$ 2,108,093	\$ 2,065,745	\$1,805,748	\$2,239,003	\$2,250,439	\$2,339,355

City of Saco, Maine
Public Works Department Narrative, Continued

PUBLIC WORKS - PERSONNEL BUDGET		2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
500101	DEPARTMENT HEAD WAGES	\$ 58,497	\$ 70,422	\$ 73,225	\$ 72,066	\$ 75,232	\$ 77,754	\$ 82,098
500102	SUPERVISORY WAGES	\$ 201,088	\$ 260,229	\$ 287,612	\$ 311,508	\$ 340,338	\$ 301,090	\$ 319,785
500103	NON SUPERVISORY WAGES	\$ 109,877	\$ 75,169	\$ 23,256	\$ 38,732	\$ 56,721	\$ 113,461	\$ 117,582
500104	COURT OFFICERS/ CLERICAL WAGES	\$ 28,611	\$ 29,713	\$ 31,394	\$ 50,723	\$ 52,028	\$ 52,533	\$ 55,870
500113	TEMPORARY/ SEASONAL WAGES	\$ 3,788	\$ 7,276	\$ 23,408	\$ 11,081	\$ 18,006	\$ 22,382	\$ 16,382
500114	OVERTIME WAGES - Based on 6099 hours	\$ 167,883	\$ 115,879	\$ 143,606	\$ 95,315	\$ 194,126	\$ 115,775	\$ 117,232
500130	LABORER	\$ -	\$ -	\$ 26,598	\$ 30,823	\$ 40,791	\$ 14,772	\$ 30,580
500131	EQUIPMENT OPERA- TOR WAGES	\$ 161,356	\$ 212,565	\$ 157,297	\$ 228,951	\$ 208,631	\$ 195,858	\$ 206,060
500132	TRUCK DRIVER WAGES	\$ 144,468	\$ 167,766	\$ 313,993	\$ 318,468	\$ 320,995	\$ 343,436	\$ 378,062
500133	MECHANIC WAGES	\$ 145,484	\$ 151,446	\$ 164,195	\$ 135,110	\$ 132,878	\$ 171,739	\$ 171,800
500134	CALL TIME WAGES	\$ 15,746	\$ 10,521	\$ 26,568	\$ 13,640	\$ 21,425	\$ 14,183	\$ 13,507
Subtotal Public Works - Personnel		\$ 1,036,798	\$ 1,100,986	\$ 1,271,152	\$ 1,306,417	\$ 1,471,171	\$ 1,422,984	\$ 1,514,958

City of Saco, Maine
Public Works Department Narrative, Continued

PUBLIC WORKS - OPERATIONS BUDGET		2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
500301	OFFICE SUPPLIES	\$ 4,441	\$ 5,560	\$ 6,885	\$ 7,881	\$ 4,275	\$ 6,000	\$ 6,000
500305	WINTER SAND	\$ 38,441	\$ 17,796	\$ 29,379	\$ 8,666	\$ 18,917	\$ 25,680	\$ 30,800
500306	CHEMICALS	\$ 59,855	\$ 53,300	\$ -	\$ 38,287	\$ 123,919	\$ 95,370	\$ 107,831
500308	CLEANING SUPPLIES	\$ 477	\$ 1,468	\$ 542	\$ 904	\$ 3,293	\$ 4,000	\$ 4,000
500310	AGGREGATES	\$ 35,449	\$ 31,289	\$ 67,477	\$ 20,838	\$ 28,284	\$ 20,000	\$ 20,000
500313	HEATING FUEL	\$ 6,930	\$ -	\$ 87	\$ 3,048	\$ 4,292	\$ 7,000	\$ 7,000
500317	MINOR EQUIPMENT	\$ 25,050	\$ 27,420	\$ 38,669	\$ 6,810	\$ 29,018	\$ 78,000	\$ 80,000
500322	TUITION/TRAINING	\$ 2,127	\$ 4,760	\$ 4,403	\$ 7,321	\$ 4,809	\$ 4,500	\$ 8,000
500324	UNIFORMS/SAFETY EQUIPMENT	\$ 4,695	\$ 5,103	\$ 2,246	\$ 4,112	\$ 5,598	\$ 3,000	\$ 3,000
500325	CLOTHING/BOOT ALLOWANCE	\$ 10,241	\$ 12,621	\$ 11,942	\$ 9,514	\$ 11,114	\$ 16,800	\$ 17,300
500330	DUES & MEMBERSHIPS	\$ 2,189	\$ 1,277	\$ 773	\$ 1,990	\$ 9,686	\$ 2,000	\$ 2,000
500332	BOOKS/MANUALS	\$ 311	\$ 118	\$ 539	\$ 247	\$ 1,087	\$ 500	\$ 500
500333	ELECTRICITY	\$ 18,593	\$ 20,999	\$ 21,977	\$ 28,468	\$ 31,072	\$ 36,183	\$ 36,000
500334	WATER	\$ 684	\$ 851	\$ 721	\$ 850	\$ 18,099	\$ 1,200	\$ 1,300

City of Saco, Maine
Public Works Department Narrative, Continued

		2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
500336	TELEPHONE	\$ 10,672	\$ 15,447	\$ 17,495	\$ 12,085	\$ 15,192	\$ 15,000	\$ 15,000
500337	POSTAGE	\$ 661	\$ 349	\$ 596	\$ 493	\$ 393	\$ 600	\$ 1,000
500338	COPIER	\$ 1,105	\$ 460	\$ 126	\$ 2,200	\$ 2,319	\$ -	\$ -
500339	TRAVEL	\$ 4,471	\$ 3,896	\$ 2,865	\$ 1,650	\$ 1,050	\$ 2,000	\$ 4,568
500341	ADVERTISING	\$ 650	\$ 797	\$ 901	\$ 9,127	\$ 2,150	\$ 1,000	\$ 3,000
500344	PRINTING	\$ 973	\$ 1,175	\$ 672	\$ 773	\$ 341	\$ 500	\$ 1,500
500345	ASPHALT - COLD PATCH	\$ 21,235	\$ 26,939	\$ 10,504	\$ 16,821	\$ (1,662)	\$ 20,000	\$ 22,000
500346	STREET SUPPLIES	\$ 11,420	\$ 17,883	\$ 13,363	\$ 9,848	\$ 15,180	\$ 18,000	\$ 18,000
500347	SIGNS	\$ 11,899	\$ 10,546	\$ 11,596	\$ 11,600	\$ 9,258	\$ 12,000	\$ 15,000
500349	MEAL ALLOWANCE	\$ 3,955	\$ 1,442	\$ 2,703	\$ 1,460	\$ 5,675	\$ 2,000	\$ 2,000
500350	FURNITURE & FIXTURES	\$ 585	\$ 922	\$ 1,178	\$ 4,273	\$ 1,555	\$ 1,000	\$ 1,200
500351	BUILDING REPAIRS & MAIN- TENANCE	\$ 23,139	\$ 54,459	\$ 27,531	\$ 28,837	\$ 14,276	\$ 15,000	\$ 15,000
500354	RENTAL EQUIPMENT	\$ 118,005	\$ 8,704	\$ 12,544	\$ 3,695	\$ 6,857	\$ 10,000	\$ 10,000
500360	COMPUTER SOFTWARE	\$ 5,696	\$ 2,380	\$ 4,944	\$ 394	\$ 2,546	\$ 3,000	\$ -
500370	FILING FEES/LICENSES/ PERMITS	\$ 698	\$ 1,076	\$ 435	\$ 530	\$ 2,367	\$ 8,000	\$ 10,000
500394	MEDICAL	\$ 623	\$ 888	\$ 1,232	\$ 1,154	\$ 1,073	\$ 1,000	\$ 1,050
500410	REPAIRS/MAINTENANCE	\$ 20,349	\$ 3,166	\$ 18,108	\$ 7,924	\$ 5,112	\$ 10,000	\$ 10,000
500421	SPECIAL PROGRAMS - RE- CYCLING	\$ 1,412	\$ 11,366	\$ 876	\$ 14,679	\$ 36,437	\$ 12,000	\$ 9,800
500428	CONTRACTED SERVICES	\$ 134,119	\$ 157,014	\$ 106,330	\$ 28,696	\$ 65,539	\$ 49,000	\$ 71,000
500430	MONITORING COSTS/LAB ANALYSIS	\$ 32,879	\$ 40,947	\$ 22,375	\$ 1,214	\$ -	\$ -	\$ -
500431	SOLID WASTE TIPPING FEES	\$ 363,356	\$ 410,792	\$ 430,342	\$ 379,218	\$ 415,990	\$ 469,450	\$ 377,914
500432	RECYCLING CURBSIDE COL- LECTION	\$ 115,922	\$ 122,710	\$ 132,202	\$ 147,000	\$ 147,500	\$ 170,000	\$ 185,915
500434	PROCESSING/DISPOSAL/ TRUCKING	\$ 268	\$ 62,825	\$ 103,655	\$ 174,986	\$ 198,071	\$ 160,000	\$ 164,800
500435	SOLID WASTE CURB SIDE COLLECTION	\$ 225,897	\$ 252,941	\$ 221,840	\$ 215,387	\$ 233,949	\$ 226,131	\$ 239,902

City of Saco, Maine
Public Works Department Narrative, Continued

		2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
500447	GUARD RAILS	\$ -	\$ 7,560	\$ 1,200	\$ 4,690	\$ 7,750	\$ 8,000	\$ 8,000
500475	ROAD STRIPING	\$ 47,518	\$ 46,979	\$ 50,167	\$ 9,901	\$ 63,058	\$ 50,000	\$ 70,000
500551	HAZARDOUS WASTE COLLECTION	\$ -	\$ 19,216	\$ 17,785	\$ 15,677	\$ 1,080	\$ 16,000	\$ 16,000
500552	UNIVERSAL WASTE COLLECTION	\$ -	\$ -	\$ -	\$ 8,919	\$ 7,853	\$ 12,000	\$ 6,500
Subtotal - Public Works Operating		\$ 1,366,990	\$ 1,465,441	\$ 1,399,205	\$ 1,252,167	\$ 1,554,372	\$ 1,591,914	\$ 1,602,880
	PUBLIC WORKS - SEWERS & DRAINS	2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
500306	CHEMICALS	\$ 56	\$ -	\$ 498	\$ 316	\$ -	\$ -	\$ -
500317	MINOR EQUIPMENT	\$ 1,114	\$ 9,247	\$ 8,090	\$ 6,565	\$ -	\$ -	\$ -
500324	UNIFORMS/SAFETY EQUIPMENT	\$ 923	\$ 469	\$ 646	\$ 1,819	\$ -	\$ -	\$ -
500348	CONSTRUCTION MA- TERIALS	\$ 36,049	\$ 23,713	\$ 5,815	\$ 11,430	\$ -	\$ -	\$ -
500354	RENTAL EQUIPMENT	\$ 1,263	\$ 11,566	\$ 299	\$ -	\$ -	\$ -	\$ -
500428	CONTRACTED SER- VICES	\$ 17,593	\$ 12,636	\$ 13,986	\$ 21,228	\$ -	\$ -	\$ -
Subtotal Public Works Sewers & Drains:		\$ 56,997	\$ 57,631	\$ 29,334	\$ 41,358	\$ -	\$ -	\$ -

City of Saco, Maine
Public Works Department Narrative, Continued

PUBLIC WORKS - GARAGE FACILITY		2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
500306	CHEMICALS	\$ 1,065	\$ 1,612	\$ 2,439	\$ 2,590	\$ 632	\$ 1,500	\$ -
500308	CLEANING SUPPLIES	\$ 4,158	\$ 3,299	\$ 3,818	\$ 3,342	\$ 2,540	\$ -	\$ -
500315	OILS & LUBRICANTS	\$ 7,279	\$ 5,666	\$ 5,891	\$ 7,496	\$ 7,889	\$ 10,000	\$ 10,000
500316	TOOL ALLOWANCE	\$ 1,177	\$ 2,165	\$ 2,304	\$ 2,011	\$ 2,082	\$ 2,025	\$ 2,025
500317	MINOR EQUIPMENT	\$ 5,575	\$ 6,738	\$ 9,896	\$ 2,480	\$ 4,755	\$ 6,000	\$ 6,000
500318	VEHICLE CONSUM- ABLES	\$ -	\$ -	\$ -	\$ 23,515	\$ 35,143	\$ 29,000	\$ 29,000
500319	GAS & OIL	\$ 144,449	\$ 97,951	\$ 138,836	\$ 99,090	\$ 151,404	\$ 184,000	\$ 232,000
500320	CITY VEHICLE RE- PAIRS	\$ 169,352	\$ 178,029	\$ 190,185	\$ 119,242	\$ 156,087	\$ 140,000	\$ 145,000
500322	TUITION/TRAINING	\$ -	\$ 570	\$ 70	\$ 125	\$ 175	\$ 1,000	\$ 1,000
500324	UNIFORMS/SAFETY EQUIPMENT	\$ 2,558	\$ 2,131	\$ 1,766	\$ 1,250	\$ 1,432	\$ 2,500	\$ 2,500
500354	RENTAL EQUIPMENT	\$ 410	\$ 1,469	\$ -	\$ 52	\$ 85	\$ 1,500	\$ 1,500
500410	REPAIRS/ MAINTENANCE	\$ 989	\$ 781	\$ 649	\$ 734	\$ 2,600	\$ 2,000	\$ 2,000
500428	CONTRACTED SER- VICES	\$ 33,288	\$ 33,219	\$ 35,753	\$ 22,861	\$ 41,058	\$ 26,000	\$ 26,000
Subtotal PW Garage Facility:		\$ 370,299	\$ 333,630	\$ 391,607	\$ 284,788	\$ 405,882	\$ 405,525	\$ 457,025

City of Saco, Maine
Public Works Department Narrative, Continued

		2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
STREET LIGHTS								
500354	RENTAL EQUIPMENT	\$ 223,565	\$ 230,783	\$ 227,226	\$ 198,500	\$ 220,021	\$ 240,000	\$ 261,600
	Subtotal Street Lights:	\$ 223,565	\$ 230,783	\$ 227,226	\$ 198,500	\$ 220,021	\$ 240,000	\$ 261,600
TRAFFIC LIGHTS								
500333	ELECTRICITY	\$ 12,504	\$ 12,896	\$ 11,025	\$ 7,975	\$ 7,509	\$ 6,000	\$ 10,850
500410	REPAIRS/ MAINTENANCE	\$ 10,702	\$ 7,712	\$ 7,348	\$ 20,960	\$ 51,219	\$ 7,000	\$ 7,000
	Subtotal Traffic Lights:	\$ 23,206	\$ 20,608	\$ 18,373	\$ 28,935	\$ 58,728	\$ 13,000	\$ 17,850

City of Saco, Maine Parks & Recreation Department Narrative

Fiscal Year 2007 Established Goals and Objectives

The goals and objectives of the Parks & Recreation Department were validated through the City Council's endorsement of the city's completed Strategic Plan as well as the city's Performance Measurement Policy which ties performance pay to the achievement of goals and objectives. The three fiscal year 2007 strategic objectives for the Parks & Recreation Department are found below. As the milestones listed for achievement are successfully completed, the boxes will be checked.

Element: Forestry Management Plan
Staff Lead: Joseph Hirsch

Related to Goal Area:
Leisure Services Investment



Strategic Objective: Develop a citywide forestry plan to evaluate and successfully mitigate potential tree issues while promulgating the greening of Saco concept.

Implementation Milestones with Existing Resources

- ☐ Research all previous tree inventory work, compile these inventories into an individual plan as a basis for future decisions in the in-town areas
- ☐ Tie the 1998 Ice Storm Grant work into the Forestry plan with species selection and pruning maintenance
- ☐ Development of an Urban Forestry Nursery Plan on the Tapley Road site
- ☐ Produce a plan for the City using the City Planning Zones and GIS to assist in establishment of recommendations

Implementation Milestones with Additional Funding

- ☐ Acquire survey of Tapley Road Project with location pins
- ☐ Develop planting plan for parcel based on Citywide forestry plan

City of Saco, Maine Parks & Recreation Department Narrative, Continued

Element: Parks & Recreation Facility Naming
Staff Lead: Joseph Hirsch

Related to Goal Area:
Leisure Services Investment



Strategic Objective: To evaluate all Parks & Recreation areas and facilities with reference to standards for all Parks & Recreation areas or facilities. name appropriateness. Develop signage

Implementation Milestones with Existing Resources

- ☐ Compile listing of all municipally held Parks and recreation facilities and areas and review both internally and with the Recreation Advisory Board for appropriateness
- ☐ Solicit public input in the naming process for those areas or facilities deemed inappropriate with regards to name
- ☐ Review with the Recreation Board, all suggestions and determine new names where needed
- ☐ Develop sign standards for all Parks & Recreation areas and facilities
- ☐ Create logo or design feature to be used on all signage that will be recognizable as Saco Parks & Recreation Department

Implementation Milestones with Additional Funding

- ☐ Create Power Point Presentation for City Council on Recreation Advisory Board/Parks & Recreation Department suggestions for facility names and signage standards
- ☐ Order and install signs as funding allows

Element: Staff Levels/ Space Development
Staff Lead: Joseph Hirsch

Related to Goal Area:
Leisure Services Investment



Strategic Objective: Bring staff numbers to the appropriate levels and secure adequate space for programs in the attempt to increase program participation by 200%.

Implementation Milestones with Existing Resources

- ☐ Determine space available within the School Buildings, 75 Franklin Street and other city owner facilities to calculate carrying capacity of these buildings
- ☐ Calculate necessary staffing to plan, run and administer these programs
- ☐ Present these findings through the budget procedure to secure necessary funding for staffing and building improvements
- ☐ Solicit Recreation Advisory Board input with regards to programs

Implementation Milestones with Additional Funding

- ☐ Coordinate and secure necessary space within the school buildings for programs
- ☐ Review with the City Council new positions to be hired to run the expanded programs
- ☐ Receive Council support on new hires
- ☐ Initiate hiring process for After School Counselor positions and Program Coordinators/Leaders positions
- ☐ Implement programs

City of Saco, Maine
Parks & Recreation Department Narrative, Continued

Fiscal Year 2006 Results of Goals and Objectives

Element: 10 Year Plan
Staff Lead: Joseph Hirsch

Related to Goal Area:
Leisure Services Investment



Strategic Objective: Complete mid point evaluation the 10 year plan “A Plan for the Parks”, revise any areas or projects which have not been met, establish a time table for completion of remaining tasks and prepare for the final completion of the plan in 2010.

Implementation Milestones with Existing Resources

- ☐ Develop short term and long term plans for the Community Center located on Franklin Street to include space by functionality (**Concept done only**)
- ☐ Develop a plan for improvements and refurbishments for the 75 Franklin Street site based on long and short term plans (**Concept done only**)
- ☐ Review the Landfill Plan “Recreation and Reuse Plan”, establish priorities with recommendations from the Recreation Advisory Board, set timetable and schedule for implementation (**discussions have started**)
- ☐ Discuss with Recreation Advisory Board and develop recommendations to the planning board with reference to Open Space donations in future developments, specifically funding for staffing and maintenance

Implementation Milestones with Additional Funding

- ☐ Develop power point presentations for informational output of both the Saco Landfill and Franklin Street sites with reference to the “Plan For The Parks”

Element: Develop Standard Operating Procedure
Staff Lead: Joseph Hirsch

Related to Goal Area:
Leisure Services Investment



Strategic Objective: To develop a comprehensive Departmental Standard Operating Procedure and Policy manual to cover potential actions and inactions of all employees.

Implementation Milestones with Existing Resources

- ✓ Evaluate the current Departmental Flow Chart and review with next higher supervisor as to accuracy and efficiency in operation
- ✓ Develop policies for reporting to the appropriate person within the flow chart and under what circumstances this reporting action may be circumvented and repercussions of these actions if they are not followed according to S.O.P.
- ✓ Develop policies for standard operations of the Parks and Recreation Department with respect to divisions and job assignments
- ✓ Review with employees for input
- ✓ Input relevant changes
- ✓ Review with next higher supervisor
- ✓ Input relevant changes
- ✓ Have Human Resources Officer review for any legal issues with the S.O.P.
- ✓ Input relevant changes

Implementation Milestones with Additional Funding

- ☐ Create Power Point Presentation of high points of Standard Operating Procedure and Flow chart to be presented to Saco City Council
- ☐ Present to Saco City Council for Ratification
- ☐ Present to Union for adoption
- ✓ Present to Employees for their understanding

City of Saco, Maine
Parks & Recreation Department Narrative, Continued

Element: Learn Rec Trac
Staff Lead: Joseph Hirsch

Related to Goal Area:
Leisure Services Investment



Strategic Objective: Acquire and become proficient in the set up, understanding and use of Rec Trac software for the production of spreadsheets for Departmental justifications.

Implementation Milestones with Existing Resources

- ☐ Become proficient in the use of Rec Trac with emphasis on all areas of Parks and Recreation Activities
- ☐ Learn and use the software in conjunction with Finance Department standards
- ☐ Become proficient at a level that I may teach or train staff in use of the Rec Trac software

Implementation Milestones with Additional Funding

- ☐ Implement Rec Trac software, to include creating schedules, client data entry, facility data entry, create spreadsheets for financials and staffing
- ☐ Present meaningful spreadsheets of data such as financials, and customers to the City Council
- ☐ Teach incoming staff how to use Rec Trac to assess program needs and requirements

Mission Statement: The Parks & Recreation Department is dedicated to providing and promoting active and passive recreation opportunities, programs and facilities to the citizens of Saco.

The Parks & Recreation Department strives to provide safe and quality facilities for the enjoyment of the citizens of Saco, be it a well maintained athletic facility or a small corner park with benches to provide a quiet resting place, or a flower bed to add color to a drab or dreary site.

We strive to provide quality programs at affordable prices for all community members. As Harry S. Truman said..." The right of children to play and dance; the right of youth to sport for sports' sake; the right of men and women to use leisure in the pursuit of happiness in their own way, are basic to our American heritage."

Department Service Delivery Goals:

- 1) To provide programs that will meet the leisure needs of the citizens of Saco.

The Department focuses on offering a variety of programs to serve the various individual populations within the community – pre-school, youth, teens, adults and senior citizens.

City of Saco, Maine
Parks & Recreation Department Narrative, Continued

- 2) To provide all programs in a financially sound and responsible manner. The Parks & Recreation Department will continue to be guided by cost-of-service principles with regard to our rates, fees and charges. We are committed to continuous improvements in all programs and will provide value to our participants.

To keep the leisure pursuits of Saco's citizens within financial reach of all community members is a guiding principle to the Parks & Recreation Department's operations.

- 3) To assure continued maintenance, expansion and procurement of Parks & Recreation facilities, both active and passive.

The Parks & Recreation Department has to anticipate both new demand and continually evaluate and refine its ongoing operations in order to meet Saco's needs as it continues to grow and change.

Performance Data: The measures used by the Parks & Recreation Department to gauge their performance in achieving these goals are as follows:

- 1) To increase from year to year the variety of programs offered to the various populations within the community – pre-school, youth, teens, adults and senior citizens. (Service Delivery Goal 1).

See separately issued performance measurement report for a listing of various programs offered during 2004 and 2003 for comparative purposes.

The Parks & Recreation Department is in the process of reviewing the purchase of a software system which will allow them to track the number of participants in each program as well as what ward of the City they are from in order to improve the appropriateness of programs offered based on this important demographic information. They hope to have this software on line during calendar year 2006.

- 2) (a) To maintain a fair and stable fee structure while keeping within 85% of the local municipal market, and (b) to add a number of scholarship funding from outside sources in the fiscal year (Service Delivery Goal 2).

City of Saco, Maine
Parks & Recreation Department Narrative, Continued

City of Saco Program Comparison Costs for Surrounding Communities

	Saco (05)	Biddeford (04)	Scarborough (04)	YMCA (04)
	Current Cost			
Programs	For Programs			
Fall Soccer	\$35.00	\$35.00	\$25.00	\$45.00
Basketball	\$35.00	\$35.00	\$25.00	\$55.00
Swimming	\$30.00	At YMCA Rate	\$75.00 @ Port. YWCA	\$24.00-\$48.00
Travel Basketball	\$95.00	\$35.00 + Fundraisers	NA	NA
7/8 Travel B-Ball	\$50.00	NA	NA	NA
Indoor Soccer	\$25.00	NA	\$25.00	NA
Summer Day Camp	\$500.00	\$650.00 (10wks)	\$900.00 (8wks)	NA
Weekly	\$75.00	\$65.00	\$135.00	\$120.00
Before/ After Care	\$90.00	Included	Included	\$15.00
Before or After Care	\$50.00	Included	Included	\$10.00
Extended Camp	\$75.00	Included	NA	NA
Gymnastics (K-2)	\$20.00	NA	\$100.00 (2days/5wks)	NA
Gymnastics (3-8)	\$30.00	NA	\$100.00 (2days/5wks)	NA
Cheerleading	\$30.00	\$55.00 Per Camp	NA	NA
Infant Toddler Program	\$20.00	\$25.00	NA	NA
Game Session	\$20.00	\$25.00	NA	NA
Men's Basketball	\$30.00	\$25.00	\$2 per day	NA
Walk/Jog Fitness	N/A	\$35.00	\$50.00	NA
Aerobics	\$30.00	\$25.00	NA	
Co-Ed Volleyball	\$20.00	\$25.00	NA	NA
Tennis	\$25.00	\$25.00	\$45.00	NA
Summer Gymnastics	\$30.00	NA	NA	NA
Pre-School Program	\$25.00	\$25.00	NA	\$65.00 Wk half day
T-Ball	\$30.00	\$25.00	Little League	\$45.00 Non-resid.
Hershey Track	N/A	\$25.00	\$60.00 (Not Hershey)	NA

The department believes it is the only organization that made major cost changes in 2005.

City of Saco, Maine
Parks & Recreation Department Narrative, Continued

(B) Adding scholarship fundings from outside sources will enhance programs offered by making them available to those participants who cannot pay the full fee. Donors will be assured that their contributions are utilized by Parks & Recreation in full.

3) To provide safe, clean and aesthetically pleasing facilities to maintain and/or meet the growing needs and demands of the community in order to increase the number of passive and active facilities maintained by the Department as well as increase the use of existing facilities. (Service Delivery Goal 3).

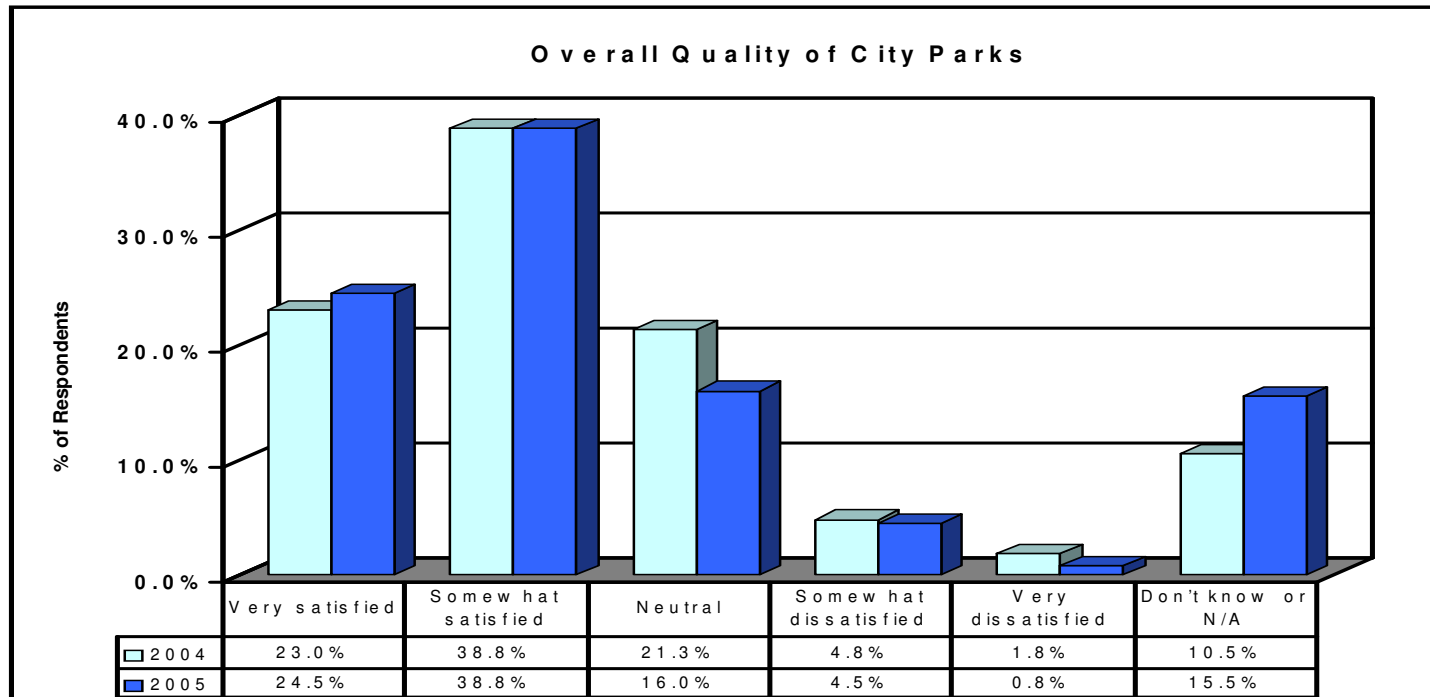
<i>Facility Name</i>	<i>Maintained in 2003</i>	<i>Maintained in 2004</i>	<i>Maintained in 2005</i>
75 Franklin Street (Community Center)	NO	YES	YES
80 Common Street (Community Center)	YES	YES	YES
Open Door (Senior Center)	YES	YES	Partially
School Street Maintenance Building	YES	YES	YES
Front Street Parks Maintnenace Area	YES	YES	YES
Pepperell Park	YES	YES	YES
Front Street Boat Ramp	YES	YES	YES
Riverfront Park	YES	YES	YES
Cataract Substation Park	YES	YES	YES
Jubilee Park	YES	YES	YES
Haley Park	YES	YES	YES
Eastman Park	YES	YES	YES
Joe Riley Park	YES	YES	YES
Diamond Riverside Park	YES	YES	YES
Plymouth Recreation Area	YES	YES	YES
Memorial Field	YES	YES	YES
Dyer Library and Saco Museum	YES	YES	YES
Young School Recreation Area	YES	YES	YES
Shadagee Woods Recreation Area	YES	YES	YES
Ryan Farms Recreation Area	YES	YES	YES
Saco Middle School Recreation Area	YES	YES	YES
Boothyby Park	YES	YES	YES
Saco Landfill Recreation Area	YES 1-2 ACRES	YES 1-2 ACRES	YES 6 ACRES
Hillview Heights Tot Lot	YES	YES	YES
Thornton Academy Baseball and Softball field lining	YES	YES	YES
Mowing all pump stations, PD, City Hall and DPW	YES	YES	YES
Brookside II	NO	NO	YES

Again, as noted above, the software being reviewed by the department will allow the department to track number of uses of each facility. It is anticipated that this software will be implemented in calendar year 2006.

City of Saco, Maine Parks & Recreation Department Narrative, Continued

Citizen Survey: The Parks & Recreation Department is rated fairly positively by citizens surveyed across the various dimensions of its service delivery performance examined, with mean ratings ranging from 3.66 to 4.38 on the scale of 1 to 5 where 1 means “very dissatisfied” and 5 means “very satisfied.” However, in many cases, a large percent of respondents are “neutral,” neither satisfied nor dissatisfied with the Department’s performance, likely an indication that there is room for improvement in most areas. As well, in most cases, percents of respondents who did not know how to rate Parks & Recreation services increased, also a negative trend. Specific aspects of the Parks & Recreation Department performance are explored below.

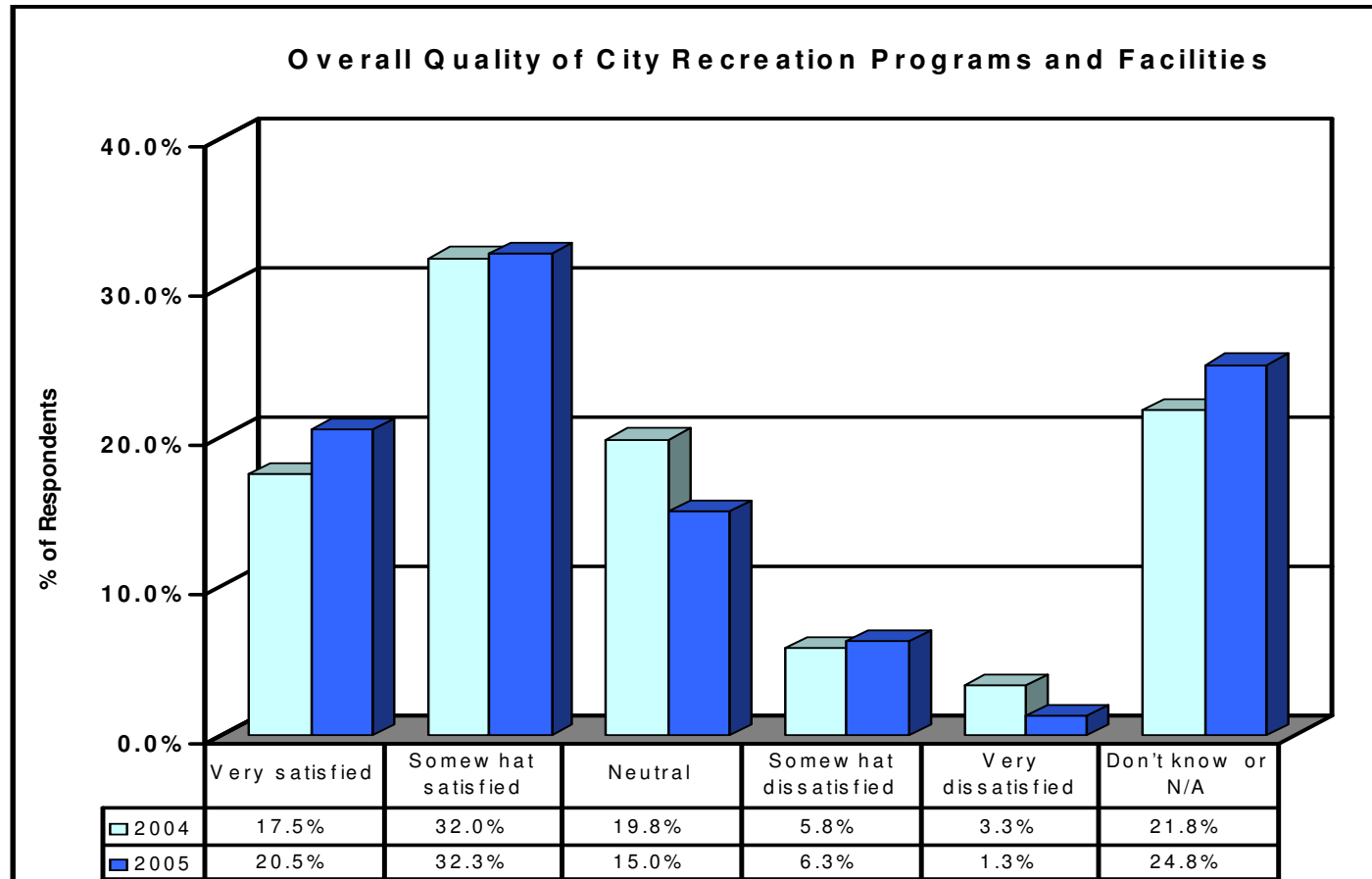
On the first key aspect of general performance examined, “Overall Quality of City Parks,” a majority of citizens surveyed, 63.3%, are either “very satisfied” (24.5%) or “somewhat satisfied” (38.8%), while only 4.5% are “somewhat dissatisfied” and .8% are “very dissatisfied” (a total 5.3%). However, as noted above, 16%, or almost one of every five respondents, were “neutral” about the overall quality of city parks, indicating that such respondents, while not actively unhappy with the city parks are not happy either. Additionally, 15.5% of respondents, or more than one in ten, were unable to rate their satisfaction levels regarding City parks. A mean response of 3.97 for this critical aspect of Parks & Recreation performance is the result, which is better than last year’s rating of 3.85 but not much.



The other key aspect of general performance examined, “Overall Quality of City Recreation Programs and Facilities,” had a slightly lower mean response of 3.86 (but better than last years at 3.70). Just over half the citizens surveyed, 52.8%, were either “very satisfied” (20.5%) or “somewhat satisfied” (32.3%). In ratings of dissatisfaction for recreation programs and facilities, just under 7% are either “somewhat dissatisfied” (6.3%) or “very dissatisfied” (1.3%).

City of Saco, Maine Parks & Recreation Department Narrative, Continued

Again, a large percent of respondents, 15% in this case, were “neutral” about the overall quality of City recreation programs and facilities, that is neither satisfied nor dissatisfied. Additionally, 24.8% of respondents, almost one of every four, were unable to rate their satisfaction levels regarding this area. The final mean response of 3.86 for City recreation programs and facilities reflects these large blocks of ambiguous responses. Of note, older respondents and long time residents rated this aspect of performance the most favorably.



When asked about specific aspects of Parks & Recreation, ratings by survey respondents remained consistent with that of the overall ratings for the department, with mean responses falling just short of “somewhat satisfied”. Ratings range from the low of 3.66 for “the availability of, and access to, City community centers,” to the high of 4.38 for “other community events, such as the Sidewalk Art Fair and Pumpkin Fest.”

City of Saco, Maine
Parks & Recreation Department Narrative, Continued

		1 – Very dissatisfied	2–Somewhat dissatisfied	3 –Neutral	4–Somewhat satisfied	5 – Very satisfied	Don't know	Mean Response
The walking and biking trails in the City	2004	3.3 %	10.0 %	20.3 %	28.8 %	22.0 %	15.8 %	3.67
	2005	3.3 %	8.8 %	19.3 %	25.3 %	22.3 %	21.3 %	3.69
The availability of, and access to, City community centers	2004	2.8 %	7.0 %	21.5 %	29.3 %	16.0 %	23.5 %	3.64
	2005	2.0 %	7.3 %	17.0 %	24.8 %	15.0 %	34.0 %	3.66
The maintenance of City parks and athletic facilities	2004	1.0 %	2.8 %	18.8 %	43.8 %	23.8 %	10.0 %	3.96
	2005	1.0 %	3.8 %	16.0 %	38.3 %	21.5 %	19.5 %	3.94
The City's youth and adult recreation programs	2004	3.0 %	7.3 %	15.0 %	30.5 %	14.5 %	29.8 %	3.66
	2005	1.0 %	5.5 %	18.5 %	27.3 %	14.0 %	33.8 %	3.72
Other City community events, such as the Sidewalk Art Fair and Pumpkin Fest	2004	1.3 %	2.3 %	8.8 %	33.0 %	49.0 %	5.8 %	4.34
	2005	0.5 %	1.5 %	9.5 %	29.5 %	47.8 %	11.3 %	4.38
The reasonableness of fees charged for recreational programs	2004	2.3 %	6.5 %	16.8 %	28.0 %	18.3 %	28.3 %	3.75
	2005	0.8 %	3.3 %	15.0 %	27.3 %	22.3 %	31.5 %	3.98

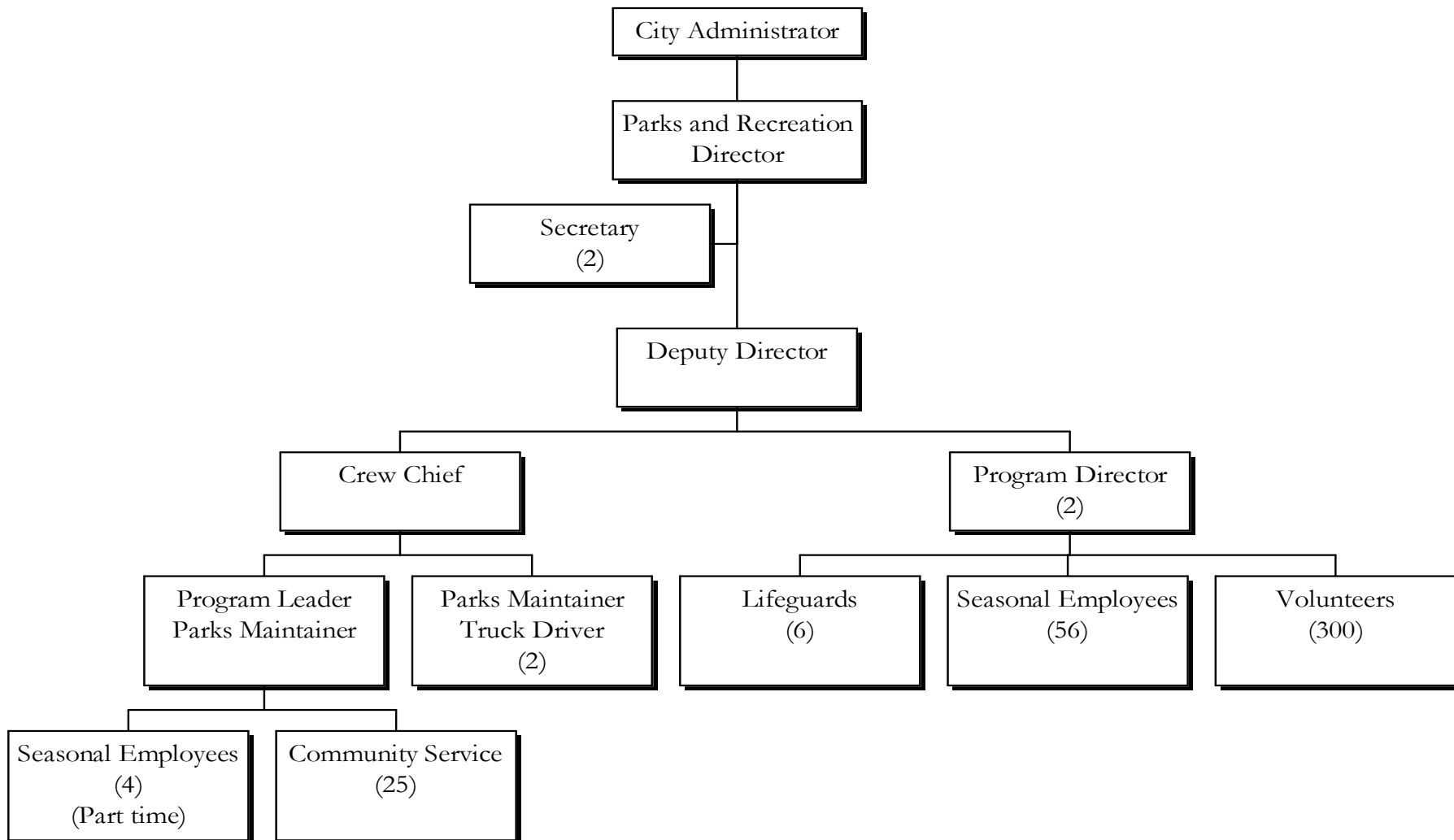
Even for the popular issue of other community events, it is important to note that large segments of the total responses fell in the “Don’t Know” and “Neutral” categories. Based on these ongoing uncertain ratings from year to year, it seems that a generalization still may hold that there is room for improvement in most areas.

Per the City of Saco, Maine Code- § 4-21. Department of Parks and Recreation.

- A. Establishment. This Department shall be divided into the following two Divisions:
 - (1) The Division of Parks, the head of which shall be the Director of Parks and Recreation, who shall be responsible for the maintenance of the city's park system and recreation facilities. He/she must also act as the city's Tree Warden, supervising the care of the shade trees.
 - (2) The Division of Recreation, the head of which shall be the Director of Parks and Recreation, who shall be responsible for the administrative work in planning and directing the municipal recreation program. He/she must be responsible for the planning and implementing of recreation programs so that they are suitable to the needs and interests of the City of Saco.
- B. The Director of Parks and Recreation shall be responsible for the sound fiscal management of this Department.

City of Saco, Maine
Parks & Recreation Department Narrative, Continued

City of Saco
Organizational Chart
Parks and Recreation Department



City of Saco, Maine Parks & Recreation Department Narrative, Continued

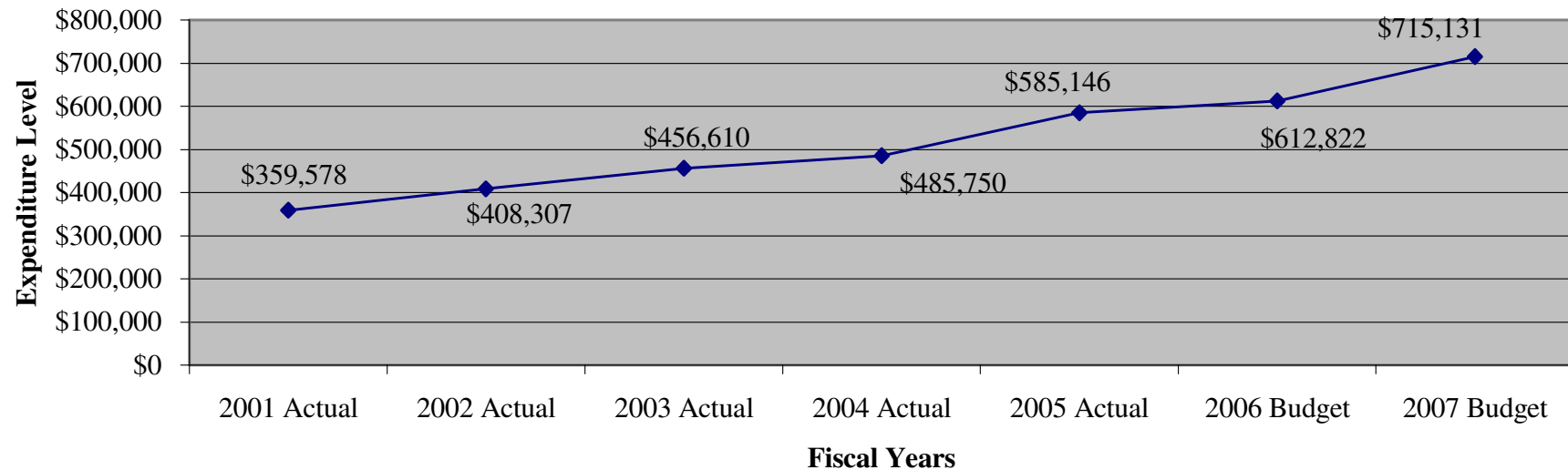
Expenditures:

The expenditures within this department are related to the following activity centers:

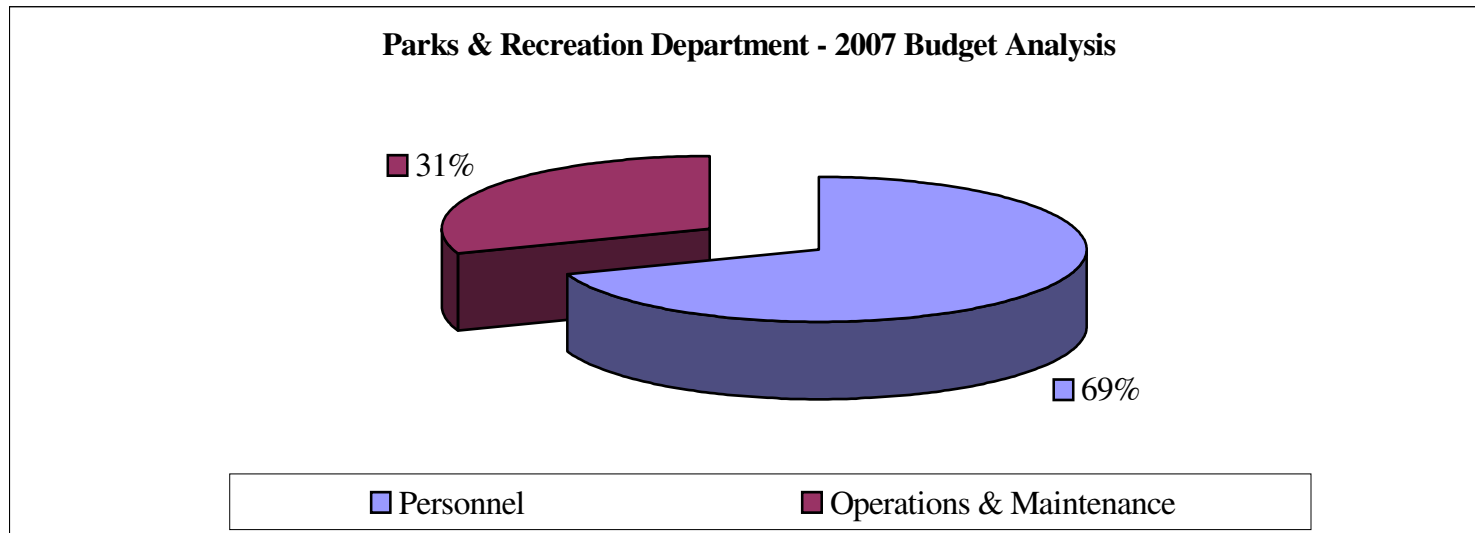
- Parks
- Recreation Programs
- Senior Citizens
- Life Guards
- Trees

The following graphs depict the expenditure level of these activity centers over the last 6 years.

City of Saco - Parks & Recreation Expense Analysis



City of Saco, Maine
Parks & Recreation Department Narrative, Continued



**Parks & Recreation Department
Expenditure Analysis**

		2001	2002	2003	2004	2005	2006	2007
		Actual	Actual	Actual	Actual	Actual	Budget	Budget
Personnel	\$	258,516	\$ 299,187	\$ 347,636	\$ 382,853	\$ 398,287	\$ 425,072	\$ 491,931
Operations & Maintenance	\$	97,857	\$ 109,120	\$ 108,974	\$ 102,897	\$ 186,859	\$ 187,750	\$ 233,200

		2001	2002	2003	2004	2005	2006	2007
		Actual	Actual	Actual	Actual	Actual	Budget	Budget
PARKS & RECREATION - PERSONNEL								
500101 DEPARTMENT HEAD WAGES	\$	49,660	\$ 52,050	\$ 54,019	\$ 56,759	\$ 56,712	\$ 60,330	\$ 57,943
500102 SUPERVISORY WAGES	\$	33,622	\$ 34,816	\$ 36,073	\$ 41,396	\$ 84,178	\$ 87,067	\$ 91,058
500103 NON SUPERVISORY WAGES	\$	-	\$ -	\$ -	\$ -	\$ 28,928	\$ -	\$ 31,200
500104 COURT OFFICER/CLERICAL WAGES	\$	7,393	\$ 16,798	\$ 24,385	\$ 26,142	\$ 26,167	\$ 26,874	\$ 52,795
500113 TEMPORARY/SEASONAL WAGES	\$	90,116	\$ 112,914	\$ 134,646	\$ 136,962	\$ 125,243	\$ 165,000	\$ 170,000
500114 OVERTIME	\$	3,089	\$ 5,418	\$ 4,457	\$ 5,253	\$ 2,781	\$ 4,500	\$ 2,500
500130 LABORER WAGES	\$	74,400	\$ 77,053	\$ 93,785	\$ 116,303	\$ 73,845	\$ 80,801	\$ 85,934
500134 CALL TIME WAGES	\$	236	\$ 138	\$ 271	\$ 38	\$ 433	\$ 500	\$ 500
Subtotal Parks & Recreation - Personnel	\$	258,515	\$ 299,187	\$ 347,636	\$ 382,853	\$ 398,287	\$ 425,072	\$ 491,931

City of Saco, Maine
Parks & Recreation Department Narrative, Continued

<u>PARKS & RECREATION - OPERATING</u>		2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
500301OFFICE SUPPLIES	\$	1,258 \$	758 \$	832 \$	2,128 \$	871 \$	1,600 \$	1,800
500302GENERAL SUPPLIES	\$	3,795 \$	2,707 \$	1,088 \$	1,787 \$	5,706 \$	4,000 \$	4,000
500303AGRICULTURAL SUPPLIES	\$	11,032 \$	9,882 \$	11,806 \$	4,984 \$	4,342 \$	12,000 \$	14,000
500305SAND & GRAVEL	\$	258 \$	614 \$	591 \$	- \$	3,094 \$	2,000 \$	2,000
500308CLEANING SUPPLIES	\$	710 \$	1,018 \$	874 \$	923 \$	2,165 \$	3,500 \$	3,500
500313HEATING FUEL	\$	5,916 \$	2,498 \$	3,126 \$	14,972 \$	26,951 \$	20,000 \$	20,000
500317MINOR EQUIPMENT	\$	12,300 \$	20,168 \$	16,095 \$	4,360 \$	13,410 \$	15,000 \$	15,000
500319GAS & OIL	\$	2,307 \$	1,141 \$	2,386 \$	3,568 \$	4,143 \$	4,000 \$	4,500
500320CITY VEHICLE REPAIRS	\$	7,356 \$	7,508 \$	8,905 \$	5,868 \$	5,614 \$	7,000 \$	7,000
500322TUITION/TRAINING	\$	402 \$	944 \$	854 \$	788 \$	838 \$	1,000 \$	2,000
500323ATHLETIC EQUIPMENT	\$	3,052 \$	1,989 \$	2,878 \$	4,089 \$	7,339 \$	6,000 \$	9,000
500324UNIFORMS/SAFETY EQUIPMENT	\$	208 \$	309 \$	685 \$	(319) \$	87 \$	500 \$	300
500325CLOTHING/BOOT ALLOWANCE	\$	1,136 \$	1,783 \$	1,701 \$	1,880 \$	1,655 \$	2,300 \$	2,300
500329PROGRAM CLOTHING	\$	6,027 \$	7,006 \$	6,199 \$	6,771 \$	6,704 \$	7,500 \$	9,500
500330DUES & MEMBERSHIPS	\$	443 \$	420 \$	460 \$	450 \$	340 \$	500 \$	500
500332BOOKS/MANUALS	\$	171 \$	- \$	- \$	- \$	15 \$	100 \$	300
500333ELECTRICITY	\$	3,576 \$	4,823 \$	4,877 \$	8,054 \$	10,516 \$	14,000 \$	15,000
500334WATER	\$	2,011 \$	1,368 \$	1,937 \$	1,524 \$	1,539 \$	2,000 \$	2,000
500336TELEPHONE	\$	1,476 \$	1,554 \$	1,629 \$	2,007 \$	3,934 \$	4,000 \$	5,500
500337POSTAGE	\$	179 \$	214 \$	197 \$	235 \$	345 \$	300 \$	2,000
500338COPIER	\$	1,459 \$	1,390 \$	1,400 \$	776 \$	213 \$	- \$	300
500339TRAVEL	\$	648 \$	772 \$	155 \$	1 \$	15 \$	600 \$	600
500341ADVERTISING	\$	130 \$	119 \$	- \$	426 \$	507 \$	250 \$	500
500344PRINTING	\$	541 \$	507 \$	724 \$	2,235 \$	2,733 \$	3,000 \$	4,000
500350FURNITURE & FIXTURES	\$	500 \$	- \$	- \$	- \$	350 \$	1,000 \$	1,000
500351BUILDING REPAIRS & MAINTENANCE	\$	4,129 \$	5,463 \$	7,617 \$	3,575 \$	26,896 \$	4,000 \$	10,000
500354RENTAL EQUIPMENT	\$	- \$	570 \$	3,225 \$	(2,695) \$	2,747 \$	500 \$	1,000

City of Saco, Maine
Parks & Recreation Department Narrative, Continued

	2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Bdgt	2007 Bdgt
5006 COMPUTERSOFTWARE	\$ 311	\$ 32	\$ 29	\$ -	\$ -	\$ -	\$ -
5042 SPECIAL PROGRAMS	\$ 1,439	\$ 229	\$ 381	\$ 497	\$ 917	\$ 550	\$ 2,000
5042 CONTRACTED SERVICES	\$ 28,291	\$ 30,910	\$ 24,619	\$ 29,603	\$ 44,611	\$ 65,600	\$ 65,600
<hr/>							
Subtotal - Parks & Recreation - Operating	\$ 101,062	\$ 109,120	\$ 108,974	\$ 102,897	\$ 186,889	\$ 187,750	\$ 223,200
<hr/>							
Total Parks and Recreation	\$ 39,577	\$ 40,837	\$ 45,610	\$ 45,750	\$ 55,146	\$ 61,282	\$ 71,131
<hr/>							

City of Saco, Maine

Education Department Narrative

Fiscal Year 2007 Established Goals and Objectives

The Education Department is governed by a separately elected Board of Education and therefore does not establish goals and objectives through the City Council's Strategic Plan. The Board of Education is responsible for providing quality education to the school aged children within our community and separately establishes goals and objectives in order to do so, outside of the City Council goal setting process.

Fiscal Year 2006 Results of Goals and Objectives

As noted above, this department does not have individual goals and objectives within the city's Strategic Plan so there is nothing to report for last year.

Per the City of Saco, Maine Charter- Section 4.01. Board of Education.

- a. Composition and Election. The Board of Education shall consist of five (5) members elected at large from the qualified voters of the City to serve terms of three years. The present duly elected members of the Board of Education shall continue to hold office until the expiration of their respective terms. The nomination and election procedures shall be by non-partisan election as provided for in Article VII Section 7.02. The Board of Education shall fill a vacancy by an appointment of an eligible person of the same political affiliation, in accordance with the Statutes of the State of Maine until the next general municipal election.
- b. Organization.
 - 1. The members of the Board of Education shall take office the first Monday in December.
 - 2. Three (3) members of the Board shall constitute a quorum.
 - 3. The Board of Education shall elect a chairman from its membership.
 - 4. The Superintendent of Schools shall be the Secretary to the Board of Education.
- c. Powers and Duties. The Board of Education shall have such powers and duties as are conferred by law upon school committees in regard to the care, management and operation of the public schools, except as otherwise provided in this Charter, including the appointment, removal and setting of compensation for the Superintendent of Schools. The Board of Education shall furnish (line by line) budget estimates in detail of the several sums required during the ensuing budget year for the support of the public schools and shall make such financial and activity reports in writing whenever and in such form to the City Administrator as he may require and to the Mayor and the City Council at their request.
- d. Procedure. The Board of Education shall adopt rules and orders for its procedure and maintain a journal. The journal or authenticated copies thereof shall be on file at the office of the Superintendent of Schools and the City Clerk.

City of Saco, Maine Education Department Narrative, Continued

e. Compensation. The members of the Board of Education shall receive an annual salary, payable quarterly, in an amount set by the City Council. The City Council may change the amount of salary paid to the Board of Education, by following the procedure outlined in Article II, Section 2.01, with the same restrictions. The Board of Education members shall receive their actual and necessary expenses incurred in the performance of their duties of office.

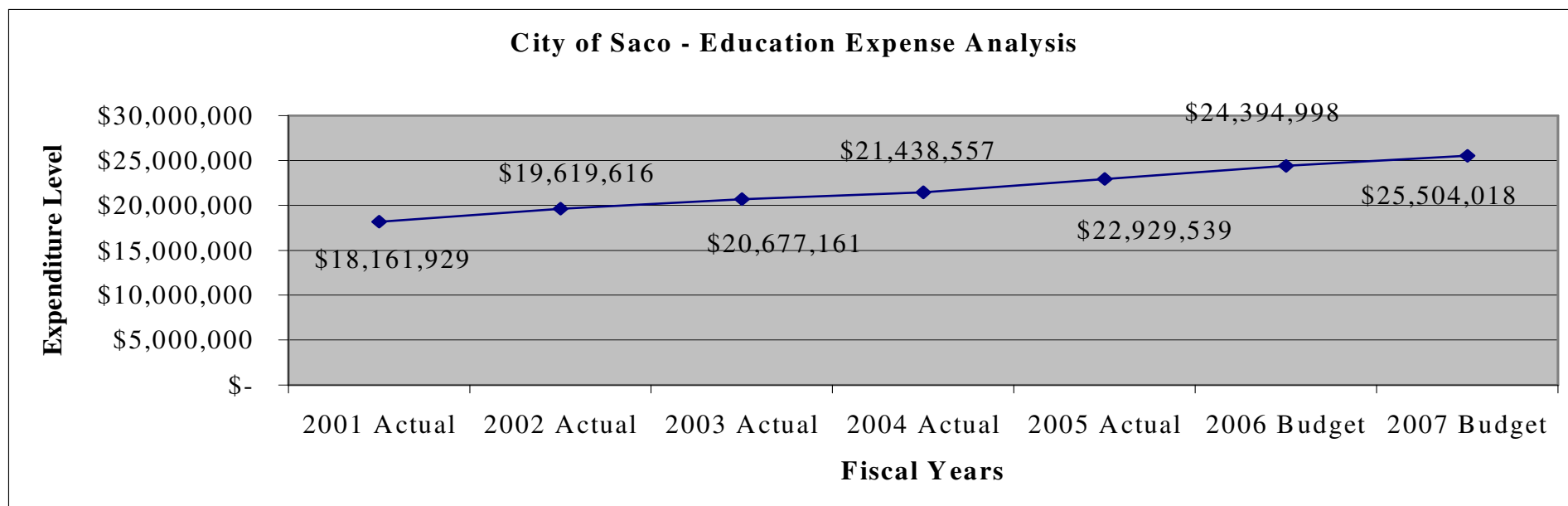
f. The nomination of all candidates for the Members of the Board of Education shall be by petition as provided in e above and all qualifying candidates will be listed in the ballot in alphabetical order, in the general municipal election. The nomination and election for this office shall be non-partisan.

Expenditures:

The expenditures within this department are related to the following activity centers:

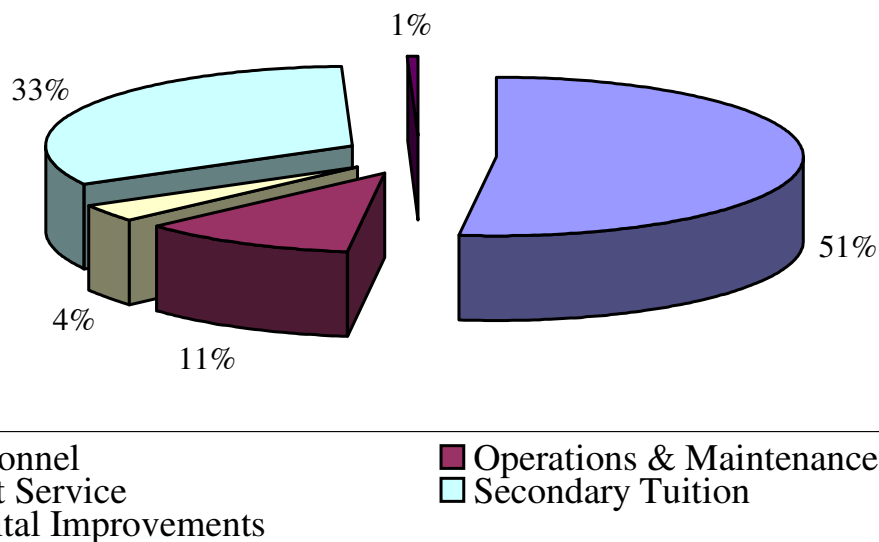
- Education

The following graphs depict the expenditure level of these activity centers over the last 6 years.



City of Saco, Maine
Education Department Narrative, Continued

Education Department - 2007 Budget Analysis



Education Department							
Expenditure Analysis							
	2001	2002	2003	2004	2005	2006	2007
	Actual	Actual	Actual	Actual	Actual	Budget	Budget
Personnel	\$ 9,529,475	\$10,622,883	\$10,639,941	\$ 10,963,287	\$ 11,489,838	\$ 12,464,225	\$ 13,237,276
Operations & Maintenance	\$ 1,989,174	\$ 1,682,151	\$ 1,987,609	\$ 2,129,779	\$ 2,521,541	\$ 2,693,864	\$ 2,888,577
Debt Service	\$ 568,280	\$ 544,260	\$ 1,194,376	\$ 1,030,411	\$ 1,003,771	\$ 974,382	\$ 947,991
Secondary Tuition	\$ 5,975,000	\$ 6,361,673	\$ 6,770,627	\$ 7,120,327	\$ 7,607,178	\$ 8,023,019	\$ 8,298,796
Capital Improvements	\$ 100,000	\$ 408,638	\$ 84,607	\$ 194,753	\$ 307,211	\$ 239,508	\$ 131,378
	\$ 18,161,929	\$19,619,605	\$20,677,160	\$ 21,438,557	\$ 22,929,539	\$ 24,394,998	\$ 25,504,018

City of Saco, Maine
Education Department Narrative, Continued

<u>EDUCATION</u>			2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
VARIOUS	GROSS BUDGET K-12	\$	17,682,773	\$ 19,468,257	\$ 20,559,009	\$ 21,341,810	\$ 22,826,500	\$ 24,290,318	\$ 25,382,138
VARIOUS	CIP/YOUNG SCHOOL	\$	374,519	\$ 66,967	\$ -	\$ -	\$ -	\$ -	\$ -
VARIOUS	BUILDING FEASIBILITY STUDY	\$	34,119	\$ -	\$ 3,936	\$ -	\$ -	\$ -	\$ -
VARIOUS	ADULT ED- GROSS BUDGET	\$	70,517	\$ 84,381	\$ 92,686	\$ 96,747	\$ 103,039	\$ 104,680	\$ 121,880
Subtotal Education K-12:			\$18,161,929	\$19,619,605	\$20,655,631	\$21,438,557	\$ 22,826,500	\$24,394,998	\$ 25,504,018

City of Saco, Maine
Education Department Narrative, Continued

ORG NUMBER	OBJECT	ORG FULL DESCRIPTION	ACCOUNT FULL DESCRIPTION	2003 School Actual	2004 School Actual	2005 School Actual	2005 School Budget	2006 School Budget
1050	110	Burns - Principal	Administration	\$ 119,242	\$ 129,500	\$ 133,020	\$ 136,020	\$ 137,588
1050	112	Burns - Principal	Secretary	\$ 44,517	\$ 45,605	\$ 46,256	\$ 47,371	\$ 49,231
1050	210	Burns - Principal	Health Insurance	\$ 3,891	\$ 10,225	\$ 19,416	\$ 4,401	\$ 23,076
1050	211	Burns - Principal	LTD Insurance	\$ 476	\$ 704	\$ 559	\$ 640	\$ 817
1050	212	Burns - Principal	Dental Insurance	\$ 640	\$ 677	\$ 732	\$ 732	\$ 776
1050	213	Burns - Principal	Life Insurance	\$ 75	\$ 514	\$ 260	\$ 260	\$ 260
1050	214	Burns - Principal	TSA	\$ -	\$ -	\$ -	\$ -	\$ -
1050	220	Burns - Principal	Fica Taxes	\$ 2,737	\$ 2,787	\$ 2,684	\$ 2,937	\$ 3,052
1050	221	Burns - Principal	Medicare Taxes	\$ 1,596	\$ 1,658	\$ 1,642	\$ 1,756	\$ 1,775
1050	240	Burns - Principal	Unemployment Tax	\$ 240	\$ 299	\$ 350	\$ 360	\$ 360
1050	250	Burns - Principal	Workers Comp	\$ 920	\$ 698	\$ 601	\$ 968	\$ 986
1050	290	Burns - Principal	Other Emp. Benefits	\$ 2,334	\$ 2,167	\$ 2,538	\$ 2,900	\$ 3,045
1052	430	Burns - Principal	Repairs & Maint.	\$ 2,750	\$ 5,339	\$ 3,780	\$ 3,700	\$ 3,885
1052	442	Burns - Principal	Lease of Equipment	\$ -	\$ 3,138	\$ 736	\$ 736	\$ -
1052	530	Burns - Principal	Communciations	\$ 5,915	\$ 5,473	\$ 3,508	\$ 4,748	\$ 4,748
1052	531	Burns - Principal	School - Postage	\$ 58	\$ 1,162	\$ 1,160	\$ 1,400	\$ 1,400
1052	550	Burns - Principal	School - Printing	\$ 4,649	\$ 806	\$ 4,431	\$ 5,108	\$ 5,358
1052	580	Burns - Principal	Staff Travel	\$ 390	\$ 452	\$ 67	\$ 650	\$ 950
1052	610	Burns - Principal	General Supplies	\$ 2,278	\$ 3,413	\$ 4,110	\$ 4,002	\$ 4,002
1052	611	Burns - Principal	Computer Supplies	\$ -	\$ -	\$ 169	\$ 195	\$ 250
1052	640	Burns - Principal	Books	\$ -	\$ -	\$ 501	\$ 450	\$ 500
1052	810	Burns - Principal	School Dues	\$ 939	\$ 804	\$ 1,307	\$ 1,512	\$ 1,662
1053	730	Burns - Principal	Equipment	\$ 290	\$ -	\$ 9,663	\$ 1,969	\$ 1,969
1060	116	Burns - Custodians	Custodian Salary	\$ 112,666	\$ 109,206	\$ 124,321	\$ 123,074	\$ 100,526
1060	210	Burns - Custodians	Health Insurance	\$ 16,224	\$ 19,922	\$ 20,630	\$ 23,747	\$ 15,306
1060	220	Burns - Custodians	Fica Taxes	\$ 6,753	\$ 6,227	\$ 7,224	\$ 7,630	\$ 6,233
1060	221	Burns - Custodians	Medicare Taxes	\$ 1,580	\$ 1,550	\$ 1,638	\$ 1,785	\$ 1,458
1060	240	Burns - Custodians	Unemployment Tax	\$ 241	\$ 376	\$ 410	\$ 360	\$ 288
1060	250	Burns - Custodians	Workers Comp	\$ 4,416	\$ 3,287	\$ 3,698	\$ 5,435	\$ 4,439
1062	411	Burns - Custodians	Water & Sewer	\$ 2,349	\$ 6,075	\$ 5,579	\$ 4,200	\$ 6,074
1062	430	Burns - Custodians	Repairs & Maint.	\$ 17,914	\$ 19,995	\$ 39,753	\$ 50,020	\$ 53,120
1062	530	Burns - Custodians	Communication	\$ 155	\$ -	\$ -	\$ -	\$ -
1062	610	Burns - Custodians	General Supplies	\$ 12,542	\$ 10,796	\$ 17,906	\$ 15,830	\$ 15,830
1062	622	Burns - Custodians	School Electricity	\$ 36,553	\$ 37,353	\$ 37,584	\$ 38,000	\$ 38,000
1062	623	Burns - Custodians	Bottled Gas	\$ 917	\$ -	\$ -	\$ -	\$ -

City of Saco, Maine
Education Department Narrative, Continued

ORG NUMBER	ORG OBJECT	ORG FULL DESCRIPTION	ACCOUNT FULL DESCRIPTION	2003 School Actual	2004 School Actual	2005 School Actual	2005 School Budget	2006 School Budget	2007 School Budget
1062	624	Burns - Custodians	School Oil	\$ 16,829	\$ 18,200	\$ 35,139	\$ 23,000	\$ 35,800	
1062	890	Burns - Custodians	Related Other	\$ -	\$ -	\$ -	\$ -	\$ -	
1070	102	Burns - Instruction	Teachers Salary	\$ 1,459,418	\$ 1,415,191	\$ 1,348,796	\$ 1,423,040	\$ 1,487,929	
1070	103	Burns - Instruction	Ed Tech Salaries	\$ 27,824	\$ 29,701	\$ 31,900	\$ 28,566	\$ 14,072	
1070	105	Burns - Instruction	Team Leader	\$ 10,061	\$ 10,313	\$ 8,520	\$ 10,648	\$ 8,838	
1070	210	Burns - Instruction	Health Insurance	\$ 248,483	\$ 267,075	\$ 283,291	\$ 308,802	\$ 311,277	
1070	211	Burns - Instruction	LTD Insurance	\$ 835	\$ 429	\$ 403	\$ 482	\$ 606	
1070	212	Burns - Instruction	Dental Insurance	\$ 11,250	\$ 11,862	\$ 12,023	\$ 12,330	\$ 13,439	
1070	220	Burns - Instruction	Fica Taxes	\$ 455	\$ 891	\$ -	\$ 858	\$ -	
1070	221	Burns - Instruction	Medicare Taxes	\$ 12,309	\$ 13,328	\$ 13,767	\$ 14,284	\$ 16,187	
1070	240	Burns - Instruction	Unemployment Tax	\$ 1,894	\$ 2,197	\$ 2,599	\$ 2,585	\$ 2,560	
1070	250	Burns - Instruction	Workers Comp	\$ 8,491	\$ 5,817	\$ 4,667	\$ 7,664	\$ 7,971	
1070	290	Burns - Instruction	Other Emp. Benefits	\$ 4,897	\$ 5,397	\$ 3,891	\$ 9,750	\$ 10,750	
1072	430	Burns - Instruction	Repairs & Maint.	\$ 9,075	\$ 6,283	\$ 5,268	\$ 7,050	\$ 7,477	
1072	442	Burns - Instruction	Lease of Equipment	\$ 4,989	\$ 2,155	\$ 1,718	\$ 1,718	\$ -	
1072	515	Burns - Instruction	Student Travel	\$ 3,055	\$ -	\$ 8,054	\$ 8,516	\$ 11,590	
1072	610	Burns - Instruction	General Supplies	\$ 22,644	\$ 15,750	\$ 41,525	\$ 24,739	\$ 26,006	
1072	611	Burns - Instruction	Computer Supplies	\$ 1,327	\$ 4,200	\$ 948	\$ 2,555	\$ 2,685	
1072	640	Burns - Instruction	Books	\$ 7,627	\$ 1,215	\$ 7,193	\$ 14,755	\$ 12,937	
1072	650	Burns - Instruction	AV Materials	\$ 2,284	\$ 627	\$ 1,637	\$ 2,226	\$ 3,084	
1072	810	Burns - Instruction	Dues	\$ 122	\$ -	\$ 967	\$ 661	\$ 935	
1072	890	Burns - Instruction	Related Other	\$ -	\$ -	\$ -	\$ 1,000	\$ -	
1073	730	Burns - Instruction	Equipment	\$ 1,249	\$ -	\$ 4,391	\$ 4,205	\$ 4,205	
1080	102	Burns - Guidance	Teachers Salary	\$ 66,241	\$ 61,193	\$ 50,071	\$ 67,930	\$ 57,232	
1080	210	Burns - Guidance	Health Insurance	\$ 12,372	\$ 16,661	\$ 15,041	\$ 17,466	\$ 17,597	
1080	211	Burns - Guidance	LTD Insurance	\$ 25	\$ 37	\$ 13	\$ 35	\$ 15	
1080	212	Burns - Guidance	Dental Insurance	\$ 174	\$ 479	\$ 524	\$ 512	\$ 582	
1080	221	Burns - Guidance	Medicare Taxes	\$ 924	\$ 730	\$ 710	\$ 985	\$ 830	
1080	240	Burns - Guidance	Unemployment Tax	\$ 48	\$ 65	\$ 132	\$ 108	\$ 140	
1080	250	Burns - Guidance	Workers Comp	\$ 375	\$ 241	\$ 176	\$ 359	\$ 302	
1080	290	Burns - Guidance	Other Emp. Benefits		\$ 192	\$ 350	\$ 600	\$ 600	
1082	610	Burns - Guidance	General Supplies	\$ 49	\$ 197	\$ 543	\$ 325	\$ 278	
1082	640	Burns - Guidance	Books	\$ 24	\$ 190	\$ 612	\$ 175	\$ 322	
1082	650	Burns - Guidance	AV Materials	\$ 76	\$ 100	\$ 93	\$ 400	\$ 300	
1083	730	Burns - Guidance	Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	
1090	103	Burns - Library	Ed Tech Salaries	\$ 28,238	\$ 27,816	\$ 28,954	\$ 28,020	\$ 30,518	
1090	210	Burns - Library	Health Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	

City of Saco, Maine
Education Department Narrative, Continued

ORG NUMBER	OBJECT	ORG FULL DESCRIPTION	ACCOUNT FULL DESCRIPTION	2003 School Actual	2004 School Actual	2005 School Actual	2005 School Budget	2006 School Budget	2007 School Budget
1090	212	Burns - Library	Dental Insurance	\$ 350	\$ 374	\$ 398	\$ 400	\$ 424	
1090	220	Burns - Library	Fica Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	
1090	221	Burns - Library	Medicare Taxes	\$ 409	\$ 403	\$ 420	\$ 406	\$ 443	
1090	240	Burns - Library	Unemployment Tax	\$ 93	\$ 125	\$ 147	\$ 144	\$ 144	
1090	250	Burns - Library	Workers Comp	\$ 140	\$ 110	\$ 95	\$ 148	\$ 161	
1092	340	Burns - Library	Technical Services	\$ -	\$ 495	\$ 495	\$ 550	\$ 550	
1092	610	Burns - Library	General Supplies	\$ 343	\$ 114	\$ 434	\$ 350	\$ 350	
1092	640	Burns - Library	Books	\$ 6,981	\$ -	\$ 7,363	\$ 7,500	\$ 7,500	
1092	650	Burns - Library	AV Materials	\$ 918	\$ 525	\$ 84	\$ 1,000	\$ 1,000	
1093	730	Burns - Library	Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	
1100	102	Burns - Sped	Teachers Salary	\$ 279,827	\$ 279,782	\$ 293,509	\$ 299,655	\$ 306,024	
1100	103	Burns - Sped	Ed Tech Salaries	\$ 223,605	\$ 196,447	\$ 195,784	\$ 194,797	\$ 210,642	
1100	105	Burns - Sped	Team Leader	\$ -	\$ -	\$ 4,260	\$ -	\$ 4,419	
1100	210	Burns - Sped	Health Insurance	\$ 89,737	\$ 108,127	\$ 112,629	\$ 116,008	\$ 125,075	
1100	211	Burns - Sped	LTD Insurance	\$ 182	\$ 101	\$ 99	\$ 118	\$ 145	
1100	212	Burns - Sped	Dental Insurance	\$ 5,015	\$ 5,191	\$ 5,396	\$ 5,562	\$ 5,471	
1100	220	Burns - Sped	Fica Taxes	\$ 644	\$ 358	\$ -	\$ 663	\$ -	
1100	221	Burns - Sped	Medicare Taxes	\$ 7,098	\$ 6,882	\$ 6,780	\$ 7,170	\$ 7,556	
1100	240	Burns - Sped	Unemployment Tax	\$ 1,349	\$ 1,419	\$ 1,680	\$ 1,631	\$ 1,653	
1100	250	Burns - Sped	Workers Comp	\$ 2,813	\$ 1,891	\$ 1,641	\$ 2,611	\$ 2,751	
1102	610	Burns - Sped	General Supplies	\$ 1,146	\$ -	\$ -	\$ -	\$ -	
1102	640	Burns - Sped	Books	\$ 1,344	\$ -	\$ -	\$ -	\$ -	
1102	650	Burns - Sped	AV Materials	\$ 544	\$ -	\$ -	\$ -	\$ -	
1103	730	Burns - Sped	Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	
		Total Burns Expenses		\$ 2,992,449	\$ 2,951,086	\$ 3,041,365	\$ 3,157,958	\$ 3,248,336	
1110	110	Fairfield - Principal	Administration	\$ 64,699	\$ 68,000	\$ 73,720	\$ 70,720	\$ 73,195	
1110	112	Fairfield - Principal	Secretary	\$ 24,347	\$ 25,182	\$ 25,755	\$ 25,156	\$ 26,039	
1110	210	Fairfield - Principal	Health Insurance	\$ 11,236	\$ 12,348	\$ 13,194	\$ 13,414	\$ 14,659	
1110	211	Fairfield - Principal	LTD Insurance	\$ 662	\$ 379	\$ 399	\$ 470	\$ 600	
1110	212	Fairfield - Principal	Dental Insurance	\$ 764	\$ 669	\$ 721	\$ 732	\$ 776	
1110	213	Fairfield - Principal	Life Insurance	\$ 130	\$ 130	\$ 130	\$ 130	\$ 130	
1110	220	Fairfield - Principal	Fica Taxes	\$ -	\$ 53	\$ 37	\$ -	\$ -	
1110	221	Fairfield - Principal	Medicare Taxes	\$ 950	\$ 1,006	\$ 1,078	\$ 1,026	\$ 1,061	
1110	240	Fairfield - Principal	Unemployment Tax	\$ 159	\$ 124	\$ 148	\$ 144	\$ 144	
1110	250	Fairfield - Principal	Workers Comp	\$ 494	\$ 375	\$ 336	\$ 506	\$ 524	

City of Saco, Maine
Education Department Narrative, Continued

ORG NUMBER	ORG FULL OBJECT DESCRIPTION	ACCOUNT FULL DESCRIPTION	2003 School Actual	2004 School Actual	2005 School Actual	2005 School Budget	2006 School Budget	2007 School Budget
1110	290	Fairfield - Principal	Other Emp. Benefits	\$ 530	\$ 290	\$ 523	\$ 750	\$ 750
1112	340	Fairfield - Principal	Technical Services	\$ -	\$ 746	\$ 960	\$ 1,000	\$ 1,000
1112	430	Fairfield - Principal	Repairs & Maint.	\$ 1,620	\$ 1,243	\$ 688	\$ 2,300	\$ 2,300
1112	442	Fairfield - Principal	Lease of Equipment	\$ 942	\$ 1,259	\$ -	\$ -	\$ -
1112	530	Fairfield - Principal	Communication	\$ 3,972	\$ 3,021	\$ 3,109	\$ 3,000	\$ 3,100
1112	531	Fairfield - Principal	Postage	\$ -	\$ 611	\$ 440	\$ 900	\$ 900
1112	550	Fairfield - Principal	Printing & Binding	\$ 643	\$ 75	\$ 2,028	\$ 1,860	\$ 1,800
1112	580	Fairfield - Principal	Staff Travel	\$ 287	\$ 82	\$ 202	\$ 500	\$ 300
1112	610	Fairfield - Principal	General Supplies	\$ 12,144	\$ 3,102	\$ 3,698	\$ 2,500	\$ 2,500
1112	640	Fairfield - Principal	Books	\$ -	\$ 493	\$ 519	\$ 500	\$ 500
1112	810	Fairfield - Principal	Dues	\$ 828	\$ 791	\$ 699	\$ 800	\$ 1,000
1113	730	Fairfield - Principal	Equipment	\$ 4,943	\$ 119	\$ 146	\$ 225	\$ -
1120	116	Fairfield - Custodian	Custodian Salary	\$ 61,804	\$ 78,040	\$ 79,477	\$ 75,361	\$ 80,096
1120	210	Fairfield - Custodian	Health Insurance	\$ 14,654	\$ 15,660	\$ 16,421	\$ 16,625	\$ 15,306
1120	220	Fairfield - Custodian	Fica Taxes	\$ 3,583	\$ 4,300	\$ 4,359	\$ 4,672	\$ 4,966
1120	221	Fairfield - Custodian	Medicare Taxes	\$ 838	\$ 1,111	\$ 962	\$ 1,093	\$ 1,161
1120	240	Fairfield - Custodian	Unemployment Tax	\$ 152	\$ 193	\$ 218	\$ 216	\$ 216
1120	250	Fairfield - Custodian	Workers Comp	\$ 2,306	\$ 2,360	\$ 2,365	\$ 3,328	\$ 3,537
1122	411	Fairfield - Custodian	Water & Sewer	\$ 624	\$ 2,270	\$ 2,082	\$ 1,310	\$ 2,269
1122	430	Fairfield - Custodian	Repairs & Maint.	\$ 7,718	\$ 7,638	\$ 19,219	\$ 22,170	\$ 18,850
1122	530	Fairfield - Custodian	Communications	\$ -	\$ -	\$ -	\$ -	\$ -
1122	610	Fairfield - Custodian	General Supplies	\$ 6,566	\$ 6,223	\$ 9,656	\$ 10,850	\$ 10,850
1122	622	Fairfield - Custodian	Electricity	\$ 17,211	\$ 19,264	\$ 19,923	\$ 18,000	\$ 18,000
1122	623	Fairfield - Custodian	Bottled Gas	\$ 632	\$ -	\$ -	\$ -	\$ -
1122	624	Fairfield - Custodian	Oil	\$ 10,059	\$ 12,916	\$ 24,273	\$ 11,550	\$ 24,860
1130	102	Fairfield - Instruction	Teachers Salary	\$ 697,508	\$ 618,727	\$ 658,075	\$ 634,163	\$ 685,661
1130	103	Fairfield - Instruction	Ed Tech Salaries	\$ 63,544	\$ 35,286	\$ 28,073	\$ 36,735	\$ 20,295
1130	210	Fairfield - Instruction	Health Insurance	\$ 135,232	\$ 121,917	\$ 131,412	\$ 129,830	\$ 131,815
1130	211	Fairfield - Instruction	LTD Insurance	\$ 381	\$ 206	\$ 220	\$ 235	\$ 308
1130	212	Fairfield - Instruction	Dental Insurance	\$ 6,022	\$ 5,454	\$ 5,936	\$ 5,843	\$ 6,175
1130	220	Fairfield - Instruction	Fica Taxes	\$ 178	\$ -	\$ -	\$ -	\$ -
1130	221	Fairfield - Instruction	Medicare Taxes	\$ 8,235	\$ 7,363	\$ 7,131	\$ 7,616	\$ 8,046
1130	240	Fairfield - Instruction	Unemployment Tax	\$ 1,011	\$ 1,298	\$ 1,439	\$ 1,375	\$ 1,303
1130	250	Fairfield - Instruction	Workers Comp	\$ 4,092	\$ 2,608	\$ 2,294	\$ 3,542	\$ 3,727
1130	290	Fairfield - Instruction	Other Emp. Benefits	\$ 3,357	\$ 1,464	\$ 2,472	\$ 2,550	\$ 2,500
1132	430	Fairfield - Instruction	Repairs & Maint.	\$ 4,016	\$ 1,885	\$ 2,418	\$ 2,550	\$ 2,550

City of Saco, Maine
Education Department Narrative, Continued

ORG NUMBER	ORG FULL OBJECT DESCRIPTION	ACCOUNT FULL DESCRIPTION	2003 School Actual	2004 School Actual	2005 School Actual	2005 School Budget	2006 School Budget	2007 School Budget
1132	442	Fairfield - Instruction	Lease of Equipment	\$ 1,440	\$ 3,563	\$ 1,112	\$ 1,112	\$ -
1132	515	Fairfield - Instruction	Student Travel	\$ 1,335	\$ -	\$ 2,015	\$ 2,000	\$ 5,000
1132	580	Fairfield - Instruction	Staff Travel	\$ -	\$ 10	\$ -	\$ -	\$ -
1132	610	Fairfield - Instruction	General Supplies	\$ 11,111	\$ 9,125	\$ 15,914	\$ 9,731	\$ 13,225
1132	611	Fairfield - Instruction	Computer Supplies	\$ 1,428	\$ -	\$ 1,462	\$ 1,750	\$ 1,950
1132	640	Fairfield - Instruction	Books	\$ 7,530	\$ 2,341	\$ 4,071	\$ 3,989	\$ 5,500
1132	650	Fairfield - Instruction	AV Materials	\$ -	\$ -	\$ 36	\$ -	\$ 200
1132	810	Fairfield - Instruction	Dues	\$ -	\$ 5,105	\$ 300	\$ 300	\$ 350
1132	890	Fairfield - Instruction	Related Other	\$ -	\$ -	\$ 3,937	\$ 8,000	\$ 8,000
1133	730	Fairfield - Instruction	Equipment	\$ 4,995	\$ -	\$ 316	\$ 275	\$ 100
1140	102	Fairfield - Guidance	Teachers Salary	\$ 54,506	\$ 50,742	\$ 51,055	\$ 51,997	\$ 26,421
1140	210	Fairfield - Guidance	Health Insurance	\$ -	\$ 5,298	\$ 6,566	\$ 6,737	\$ -
1140	211	Fairfield - Guidance	LTD Insurance	\$ 36	\$ -	\$ -	\$ -	\$ -
1140	212	Fairfield - Guidance	Dental Insurance	\$ 363	\$ 369	\$ 361	\$ 366	\$ 194
1140	221	Fairfield - Guidance	Medicare Taxes	\$ 693	\$ 759	\$ 532	\$ 754	\$ 383
1140	240	Fairfield - Guidance	Unemployment Tax	\$ 114	\$ 120	\$ 144	\$ 144	\$ 72
1140	250	Fairfield - Guidance	Workers Comp	\$ 232	\$ 211	\$ 172	\$ 275	\$ 140
1142	610	Fairfield - Guidance	General Supplies	\$ 303	\$ 434	\$ 161	\$ 180	\$ 225
1142	640	Fairfield - Guidance	Books	\$ 506	\$ 306	\$ 350	\$ 350	\$ 450
1142	650	Fairfield - Guidance	AV Materials	\$ 559	\$ -	\$ -	\$ 50	\$ 325
1143	730	Fairfield - Guidance	Equipment	\$ -	\$ 56	\$ 114	\$ 120	\$ 150
1150	103	Fairfield - Library	Ed Tech Salaries	\$ 13,305	\$ 13,557	\$ 13,832	\$ 13,832	\$ 14,210
1150	210	Fairfield - Library	Health Insurance	\$ 3,981	\$ 4,352	\$ 4,674	\$ 4,752	\$ 5,194
1150	212	Fairfield - Library	Dental Insurance	\$ 175	\$ 186	\$ 199	\$ 200	\$ 212
1150	220	Fairfield - Library	Fica Taxes	\$ 798	\$ 811	\$ 825	\$ 858	\$ 881
1150	221	Fairfield - Library	Medicare Taxes	\$ 187	\$ 197	\$ 189	\$ 201	\$ 206
1150	240	Fairfield - Library	Unemployment Tax	\$ 49	\$ 62	\$ 67	\$ 72	\$ 72
1150	250	Fairfield - Library	Workers Comp	\$ 74	\$ 54	\$ 48	\$ 73	\$ 75
1152	340	Fairfield - Library	Technical Services	\$ -	\$ -	\$ 548	\$ 450	\$ 450
1152	610	Fairfield - Library	General Supplies	\$ 406	\$ 353	\$ -	\$ 50	\$ 225
1152	640	Fairfield - Library	Books	\$ 2,807	\$ -	\$ 2,593	\$ 3,000	\$ 1,000
1152	650	Fairfield - Library	AV Materials		\$ 329	\$ 318	\$ 500	\$ 500
1153	730	Fairfield - Library	Equipment	\$ -	\$ -	\$ -	\$ -	\$ 150
1160	102	Fairfield - Sped	Teachers Salary	\$ 88,995	\$ 97,886	\$ 142,467	\$ 142,467	\$ 154,616
1160	103	Fairfield - Sped	Ed Tech Salaries	\$ 47,343	\$ 76,575	\$ 67,287	\$ 81,879	\$ 82,970
1160	210	Fairfield - Sped	Health Insurance	\$ 32,685	\$ 37,804	\$ 53,417	\$ 55,022	\$ 64,218

City of Saco, Maine
Education Department Narrative, Continued

ORG NUMBER	OBJECT	ORG FULL DESCRIPTION	ACCOUNT FULL DESCRIPTION	2003 School Actual	2004 School Actual	2005 School Actual	2005 School Budget	2006 School Budget	2007 School Budget
1160	211	Fairfield - Sped	LTD Insurance		\$ -	\$ 25	\$ 29	\$ 36	
1160	212	Fairfield - Sped	Dental Insurance	\$ 2,322	\$ 2,064	\$ 2,437	\$ 2,664	\$ 2,824	
1160	220	Fairfield - Sped	Fica Taxes	\$ 628	\$ 698	\$ 707	\$ 715	\$ 1,548	
1160	221	Fairfield - Sped	Medicare Taxes	\$ 2,054	\$ 2,511	\$ 2,869	\$ 3,253	\$ 3,445	
1160	240	Fairfield - Sped	Unemployment Tax	\$ 394	\$ 513	\$ 653	\$ 713	\$ 720	
1160	250	Fairfield - Sped	Workers Comp	\$ 3,200	\$ 692	\$ 699	\$ 1,185	\$ 1,254	
1162	610	Fairfield - Sped	General Supplies	\$ 966	\$ -	\$ -	\$ -	\$ -	
1162	650	Fairfield - Sped	Books	\$ 740	\$ -	\$ -	\$ -	\$ -	
1163	730	Fairfield - Sped	Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	
		Total Fairfield Expenses		\$ 1,465,330	\$ 1,383,359	\$ 1,529,429	\$ 1,516,292	\$ 1,571,260	
1170	110	Middle - Principal	Administration	\$ 133,691	\$ 127,535	\$ 131,040	\$ 131,040	\$ 135,088	
1170	112	Middle - Principal	Secretary	\$ 59,441	\$ 59,403	\$ 62,954	\$ 61,081	\$ 64,299	
1170	210	Middle - Principal	Health Insurance	\$ 14,304	\$ 27,189	\$ 26,388	\$ 26,829	\$ 29,318	
1170	211	Middle - Principal	LTD Insurance	\$ 262	\$ 450	\$ 566	\$ 642	\$ 817	
1170	212	Middle - Principal	Dental Insurance	\$ 1,228	\$ 1,359	\$ 1,625	\$ 1,464	\$ 1,552	
1170	213	Middle - Principal	Life Insurance	\$ 260	\$ 359	\$ 260	\$ 260	\$ 260	
1170	214	Middle - Principal	TSA	\$ -	\$ -	\$ -	\$ -	\$ -	
1170	220	Middle - Principal	Fica Taxes	\$ 1,695	\$ 3,602	\$ 3,869	\$ 3,787	\$ 3,987	
1170	221	Middle - Principal	Medicare Taxes	\$ 2,797	\$ 2,705	\$ 2,766	\$ 2,786	\$ 2,891	
1170	240	Middle - Principal	Unemployment Tax	\$ 342	\$ 409	\$ 429	\$ 414	\$ 420	
1170	250	Middle - Principal	Workers Comp	\$ 1,011	\$ 747	\$ 657	\$ 1,014	\$ 1,053	
1170	290	Middle - Principal	Other Emp. Benefits	\$ 2,151	\$ 1,269	\$ 1,050	\$ 2,500	\$ 2,500	
1172	430	Middle - Principal	Repairs & Maint.	\$ 3,632	\$ 2,753	\$ 2,731	\$ 5,475	\$ 4,000	
1172	442	Middle - Principal	Lease of Equipment	\$ -	\$ 4,138	\$ 936	\$ 936	\$ -	
1172	530	Middle - Principal	Communication	\$ 9,182	\$ 6,395	\$ 3,946	\$ 11,160	\$ 12,760	
1172	531	Middle - Principal	Postage	\$ 37	\$ 1,897	\$ 2,496	\$ 1,400	\$ 2,875	
1172	550	Middle - Principal	Printing & Binding	\$ -	\$ 1,848	\$ 2,783	\$ 3,000	\$ 3,000	
1172	580	Middle - Principal	Staff Travel	\$ 474	\$ 584	\$ 680	\$ 500	\$ 650	
1172	610	Middle - Principal	General Supplies	\$ 6,579	\$ 4,360	\$ 3,087	\$ 5,600	\$ 5,600	
1172	611	Middle - Principal	Computer Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	
1172	810	Middle - Principal	Dues	\$ 1,428	\$ 1,591	\$ 1,937	\$ 1,555	\$ 1,600	
1173	730	Middle - Principal	Equipment	\$ -	\$ 2,000	\$ 598	\$ 2,400	\$ 2,374	
1180	116	Middle - Custodian	Custodian Salary	\$ 101,364	\$ 112,703	\$ 124,380	\$ 116,854	\$ 125,732	
1180	210	Middle - Custodian	Health Insurance	\$ 19,776	\$ 20,208	\$ 22,116	\$ 20,494	\$ 26,040	
1180	220	Middle - Custodian	Fica Taxes	\$ 5,987	\$ 6,437	\$ 7,173	\$ 7,246	\$ 7,795	
1180	221	Middle - Custodian	Medicare Taxes	\$ 1,400	\$ 1,753	\$ 1,631	\$ 1,694	\$ 1,823	

City of Saco, Maine
Education Department Narrative, Continued

ORG NUMBER	ORG FULL OBJECT DESCRIPTION	ACCOUNT FULL DESCRIPTION	2003 School Actual	2004 School Actual	2005 School Actual	2005 School Budget	2006 School Budget	2007 School Budget
1180	240	Middle - Custodian	Unemployment Tax	\$ 218	\$ 337	\$ 398	\$ 360	\$ 360
1180	250	Middle - Custodian	Workers Comp	\$ 3,940	\$ 3,415	\$ 3,690	\$ 5,160	\$ 5,552
1182	411	Middle - Custodian	Water & Sewer	\$ 2,048	\$ 6,974	\$ 7,849	\$ 5,227	\$ 8,109
1182	430	Middle - Custodian	Repairs & Maint.	\$ 21,037	\$ 24,815	\$ 33,956	\$ 27,740	\$ 47,740
1182	441	Middle - Custodian	Building Lease	\$ 27,598	\$ 20,100	\$ 18,489	\$ 13,456	\$ 12,821
1182	530	Middle - Custodian	Communications	\$ -	\$ -	\$ -	\$ -	\$ -
1182	610	Middle - Custodian	General Supplies	\$ 17,930	\$ 16,588	\$ 20,726	\$ 20,760	\$ 20,760
1182	622	Middle - Custodian	Electricity	\$ 60,307	\$ 66,407	\$ 69,046	\$ 70,000	\$ 70,000
1182	623	Middle - Custodian	Bottled Gas	\$ 6,050	\$ 4,645	\$ 1,674	\$ 5,850	\$ 5,850
1182	624	Middle - Custodian	Oil	\$ 32,630	\$ 33,949	\$ 55,043	\$ 35,000	\$ 68,000
1183	730	Middle - Custodian	Equipment	\$ -	\$ -	\$ -	\$ -	\$ -
1190	102	Middle - Instruction	Teachers Salary	\$ 1,525,842	\$ 1,543,868	\$ 1,666,062	\$ 1,679,619	\$ 1,831,400
1190	103	Middle - Instruction	Ed Tech Salaries	\$ 37,187	\$ 31,234	\$ 33,040	\$ 31,138	\$ 20,611
1190	105	Middle - Instruction	Team Leader	\$ 21,323	\$ 20,520	\$ 17,040	\$ 19,167	\$ 17,676
1190	150	Middle - Instruction	School Stipend	\$ -	\$ 1,400	\$ 1,454	\$ 2,800	\$ 5,600
1190	210	Middle - Instruction	Health Insurance	\$ 265,422	\$ 328,432	\$ 383,222	\$ 363,261	\$ 416,645
1190	211	Middle - Instruction	LTD Insurance	\$ 1,142	\$ 651	\$ 594	\$ 782	\$ 936
1190	212	Middle - Instruction	Dental Insurance	\$ 12,918	\$ 13,369	\$ 14,615	\$ 14,818	\$ 16,363
1190	220	Middle - Instruction	Fica Taxes	\$ 2,884	\$ 87	\$ 250	\$ -	\$ 19
1190	221	Middle - Instruction	Medicare Taxes	\$ 14,744	\$ 16,081	\$ 16,185	\$ 17,378	\$ 19,156
1190	240	Middle - Instruction	Unemployment Tax	\$ 1,956	\$ 2,872	\$ 3,350	\$ 3,103	\$ 3,193
1190	250	Middle - Instruction	Workers Comp	\$ 8,039	\$ 6,531	\$ 5,949	\$ 9,149	\$ 9,902
1190	290	Middle - Instruction	Other Emp. Benefits	\$ 8,304	\$ 4,913	\$ 8,828	\$ 12,000	\$ 12,000
1192	330	Middle - Instruction	Professional Service	\$ 60	\$ 1,626	\$ 622	\$ 800	\$ 2,000
1192	340	Middle - Instruction	Technical Services	\$ -	\$ 1,076	\$ 2,107	\$ 2,140	\$ -
1192	430	Middle - Instruction	Repairs & Maint.	\$ 9,990	\$ 9,717	\$ 9,932	\$ 12,905	\$ 2,955
1192	442	Middle - Instruction	Lease of Equipment	\$ 5,533	\$ 2,143	\$ 1,719	\$ 1,719	\$ -
1192	515	Middle - Instruction	Student Travel	\$ 4,052	\$ -	\$ 1,847	\$ 1,847	\$ 3,365
1192	580	Middle - Instruction	Staff Travel	\$ -	\$ -	\$ 294	\$ 1,500	\$ 1,500
1192	610	Middle - Instruction	General Supplies	\$ 59,950	\$ 31,920	\$ 55,416	\$ 51,910	\$ 57,001
1192	611	Middle - Instruction	Computer Supplies	\$ 3,084	\$ -	\$ 3,715	\$ 3,750	\$ 3,750
1192	640	Middle - Instruction	Books	\$ 34,335	\$ 15,135	\$ 7,891	\$ 7,915	\$ 10,883
1192	650	Middle - Instruction	AV Materials	\$ -	\$ -	\$ 3,939	\$ 5,200	\$ 3,000
1192	810	Middle - Instruction	Dues	\$ -	\$ -	\$ 780	\$ 780	\$ 1,900
1192	890	Middle - Instruction	Related Other	\$ -	\$ 264	\$ 986	\$ -	\$ 1,111
1193	730	Middle - Instruction	Equipment	\$ 1,194	\$ 659	\$ 29,675	\$ 32,251	\$ 22,552

City of Saco, Maine
Education Department Narrative, Continued

ORG NUMBER	ORG FULL OBJECT DESCRIPTION	ACCOUNT FULL DESCRIPTION	2003 School Actual	2004 School Actual	2005 School Actual	2005 School Budget	2006 School Budget	2007 School Budget
1200	102	Middle - Guidance	Teachers Salary	\$ 81,490	\$ 82,602	\$ 85,287	\$ 85,287	\$ 93,755
1200	210	Middle - Guidance	Health Insurance	\$ 13,733	\$ 16,575	\$ 17,751	\$ 18,021	\$ 19,058
1200	211	Middle - Guidance	LTD Insurance	\$ 45	\$ 25	\$ 25	\$ 29	\$ 36
1200	212	Middle - Guidance	Dental Insurance	\$ 320	\$ 339	\$ 361	\$ 366	\$ 388
1200	221	Middle - Guidance	Medicare Taxes	\$ 1,153	\$ 1,192	\$ 1,206	\$ 1,238	\$ 1,359
1200	240	Middle - Guidance	Unemployment Tax	\$ 96	\$ 120	\$ 144	\$ 144	\$ 144
1200	250	Middle - Guidance	Workers Comp	\$ 461	\$ 329	\$ 287	\$ 450	\$ 495
1202	610	Middle - Guidance	General Supplies	\$ 521	\$ 1,046	\$ 1,878	\$ 2,000	\$ 2,500
1202	640	Middle - Guidance	Books	\$ -	\$ 624	\$ 111	\$ 300	\$ 300
1203	730	Middle - Guidance	Equipment	\$ -	\$ 250	\$ -	\$ -	\$ -
1210	103	Middle - Library	Ed Tech Salaries	\$ 17,938	\$ 18,182	\$ 18,602	\$ 18,380	\$ 18,884
1210	210	Middle - Library	Health Insurance	\$ 3,981	\$ 4,319	\$ 4,675	\$ 4,753	\$ 5,194
1210	212	Middle - Library	Dental Insurance	\$ 175	\$ 185	\$ 199	\$ 200	\$ 212
1210	221	Middle - Library	Medicare Taxes	\$ 182	\$ 264	\$ 124	\$ 266	\$ 274
1210	240	Middle - Library	Unemployment Tax	\$ 48	\$ 78	\$ 73	\$ 72	\$ 72
1210	250	Middle - Library	Workers Comp	\$ 98	\$ 72	\$ 61	\$ 97	\$ 100
1212	340	Middle - Library	Technical Services	\$ -	\$ 495	\$ 495	\$ 500	\$ 520
1212	610	Middle - Library	General Supplies	\$ 2,398	\$ -	\$ 1,009	\$ 1,000	\$ 400
1212	640	Middle - Library	Books	\$ 5,266	\$ 2,310	\$ 15,408	\$ 16,584	\$ 11,175
1212	650	Middle - Library	AV Materials	\$ -	\$ -	\$ 542	\$ 900	\$ 1,000
1213	730	Middle - Library	Equipment	\$ -	\$ -	\$ -	\$ -	\$ -
1220	102	Middle - Sped	Teachers Salary	\$ 260,585	\$ 300,248	\$ 321,216	\$ 302,812	\$ 378,098
1220	103	Middle - Sped	Ed Tech Salaries	\$ 147,959	\$ 185,599	\$ 188,303	\$ 232,082	\$ 237,305
1220	105	Middle - Sped	Team Leader	\$ -	\$ -	\$ 2,130	\$ -	\$ 2,210
1220	210	Middle - Sped	Health Insurance	\$ 87,791	\$ 108,312	\$ 118,668	\$ 134,397	\$ 152,925
1220	211	Middle - Sped	LTD Insurance	\$ 149	\$ 138	\$ 163	\$ 162	\$ 218
1220	212	Middle - Sped	Dental Insurance	\$ 4,179	\$ 5,347	\$ 5,729	\$ 6,128	\$ 7,154
1220	220	Middle - Sped	Fica Taxes	\$ 2,177	\$ 4,181	\$ 3,661	\$ 4,302	\$ 4,712
1220	221	Middle - Sped	Medicare Taxes	\$ 5,664	\$ 6,955	\$ 7,217	\$ 7,756	\$ 8,433
1220	240	Middle - Sped	Unemployment Tax	\$ 995	\$ 1,410	\$ 1,726	\$ 1,848	\$ 1,850
1220	250	Middle - Sped	Workers Comp	\$ 2,681	\$ 1,902	\$ 1,685	\$ 2,868	\$ 3,261
1222	610	Middle - Sped	General Supplies	\$ 2,260	\$ -	\$ -	\$ -	\$ -
1222	640	Middle - Sped	Books	\$ -	\$ -	\$ -	\$ -	\$ -
1223	730	Middle - Sped	Equipment	\$ -	\$ -	\$ -	\$ -	\$ -
1230	102	Middle - Athletic	Teacher Salary	\$ 11,315	\$ 5,411	\$ 4,827	\$ 4,827	\$ 5,008
1230	150	Middle - Athletic	School Stipend	\$ 38,334	\$ -	\$ 46,718	\$ 37,481	\$ 50,524

City of Saco, Maine
Education Department Narrative, Continued

ORG NUMBER	ORG OBJECT	ORG FULL DESCRIPTION	ACCOUNT FULL DESCRIPTION	2003 School Actual	2004 School Actual	2005 School Actual	2005 School Budget	2006 School Budget	2007 School Budget
1230	220	Middle - Athletic	Fica Taxes	\$ 482	\$ -	\$ 1,123	\$ 2,729	\$ 3,132	
1230	221	Middle - Athletic	Medicare Taxes	\$ 688	\$ 78	\$ 715	\$ 758	\$ 805	
1230	240	Middle - Athletic	Unemployment Tax	\$ 37	\$ -	\$ -	\$ -	\$ 303	
1230	250	Middle - Athletic	Workers Comp	\$ -	\$ -	\$ 1	\$ -	\$ 293	
1232	330	Middle - Athletic	Professional Service	\$ 6,092	\$ -	\$ 4,172	\$ 11,500	\$ 9,700	
1232	515	Middle - Athletic	Student Travel	\$ 5,485	\$ -	\$ 8,126	\$ 4,987	\$ 13,500	
1232	530	Middle - Athletic	Communications	\$ -	\$ 36	\$ 230	\$ -	\$ -	
1232	610	Middle - Athletic	General Supplies	\$ 6,931	\$ 4,229	\$ 4,425	\$ 9,967	\$ 1,990	
1232	810	Middle - Athletic	Dues	\$ -	\$ -	\$ 2,883	\$ 3,175	\$ 5,300	
1240	150	Middle - CoCurr.	School Stipend	\$ -	\$ 1,650	\$ 1,704	\$ 1,704	\$ 1,768	
1240	220	Middle - CoCurr.	Fica Taxes	\$ -	\$ -	\$ -	\$ 105	\$ 110	
1240	221	Middle - CoCurr.	Medicare Taxes	\$ -	\$ 24	\$ 25	\$ 25	\$ 26	
1240	240	Middle - CoCurr.	Unemployment Tax	\$ -	\$ -	\$ -	\$ -	\$ 11	
1240	250	Middle - CoCurr.	Workers Comp	\$ -	\$ -	\$ -	\$ -	\$ 9	
1240	610	Middle - CoCurr.	General Supplies	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	
		Total Middle School Expenses		\$ 3,268,465	\$ 3,355,947	\$ 3,760,162	\$ 3,790,816	\$ 4,184,655	
1242	430	Alternative Ed	Repairs & Maint.	\$ (640)	\$ -	\$ -	\$ -	\$ -	
1243	430	Alternative Ed	Repairs & Maint.	\$ (600)	\$ -	\$ -	\$ -	\$ -	
1250	102	Alternative Ed	Teachers Salary	\$ 19,578	\$ 41,161	\$ 45,884	\$ 45,837	\$ 47,499	
1250	103	Alternative Ed	Ed Tech Salaries	\$ 18,416	\$ 9,660	\$ 17,499	\$ 9,051	\$ 18,598	
1250	210	Alternative Ed	Health Insurance	\$ 10,252	\$ 16,434	\$ 17,974	\$ 18,227	\$ 19,442	
1250	211	Alternative Ed	LTD Insurance	\$ (43)	\$ -	\$ -	\$ -	\$ -	
1250	212	Alternative Ed	Dental Insurance	\$ 126	\$ 517	\$ 560	\$ 566	\$ 600	
1250	221	Alternative Ed	Medicare Taxes	\$ 301	\$ 734	\$ 870	\$ 795	\$ 958	
1250	240	Alternative Ed	Unemployment Tax	\$ 21	\$ 96	\$ 159	\$ 126	\$ 144	
1250	250	Alternative Ed	Workers Comp	\$ 94	\$ 202	\$ 210	\$ 290	\$ 349	
1252	320	Alternative Ed	Professional Education	\$ -	\$ -	\$ -	\$ 500	\$ -	
1252	430	Alternative Ed	Repairs & Maint.	\$ 2,825	\$ 128	\$ 444	\$ 1,000	\$ -	
1252	442	Alternative Ed	Lease of Equipment	\$ (720)	\$ -	\$ -	\$ -	\$ -	
1252	530	Alternative Ed	Communication	\$ 615	\$ 616	\$ 406	\$ -	\$ -	
1252	550	Alternative Ed	Printing & Binding	\$ 75	\$ -	\$ -	\$ 125	\$ 85	
1252	580	Alternative Ed	Staff Travel	\$ (126)	\$ (259)	\$ (166)	\$ 240	\$ 250	
1252	610	Alternative Ed	General Supplies	\$ 569	\$ 171	\$ 968	\$ 2,800	\$ 800	
1252	640	Alternative Ed	Books	\$ 49	\$ -	\$ 416	\$ 500	\$ 404	
1252	650	Alternative Ed	AV Materials	\$ (150)	\$ -	\$ -	\$ 150	\$ 380	

City of Saco, Maine
Education Department Narrative, Continued

ORG NUMBER	OBJECT	ORG FULL DESCRIPTION	ACCOUNT FULL DESCRIPTION	2003 School Actual	2004 School Actual	2005 School Actual	2005 School Budget	2006 School Budget	2007 School Budget
1252	890	Alternative Ed	Related Other	\$ 168	\$ -	\$ -	\$ 480	\$ 1,750	
1253	730	Alternative Ed	Equipment	\$ (220)	\$ -	\$ -	\$ 1,000	\$ -	
		Total Alternative Ed Instruction		\$ 50,589	\$ 69,461	\$ 85,223	\$ 81,687	\$ 91,259	
1260	110	Young - Principal	Administration	\$ 66,790	\$ 69,396	\$ 75,280	\$ 72,280	\$ 74,695	
1260	112	Young - Principal	Secretary	\$ 19,293	\$ 19,980	\$ 23,001	\$ 20,420	\$ 21,133	
1260	210	Young - Principal	Health Insurance	\$ 15,286	\$ 17,388	\$ 12,563	\$ 14,487	\$ 15,832	
1260	211	Young - Principal	LTD Insurance	\$ 40	\$ 94	\$ 328	\$ 384	\$ 488	
1260	212	Young - Principal	Dental Insurance	\$ 641	\$ 682	\$ 721	\$ 732	\$ 776	
1260	213	Young - Principal	Life Insurance	\$ 130	\$ 130	\$ 130	\$ 130	\$ 130	
1260	220	Young - Principal	Fica Taxes	\$ 527	\$ 1,199	\$ 1,420	\$ 1,266	\$ 1,310	
1260	221	Young - Principal	Medicare Taxes	\$ 1,221	\$ 1,294	\$ 1,404	\$ 1,345	\$ 1,390	
1260	240	Young - Principal	Unemployment Tax	\$ 103	\$ 126	\$ 154	\$ 144	\$ 144	
1260	250	Young - Principal	Workers Comp	\$ 483	\$ 358	\$ 331	\$ 489	\$ 506	
1260	290	Young - Principal	Other Emp. Benefits	\$ 152	\$ 573	\$ 551	\$ 2,500	\$ 2,700	
1262	430	Young - Principal	Repairs & Maint.	\$ 2,531	\$ 3,122	\$ 2,119	\$ 1,575	\$ 1,071	
1262	442	Young - Principal	Lease of Equipment	\$ -	\$ 3,114	\$ 1,054	\$ 1,054	\$ -	
1262	530	Young - Principal	Communication	\$ 2,772	\$ 2,265	\$ 3,354	\$ 3,000	\$ 3,150	
1262	531	Young - Principal	Postage	\$ -	\$ 536	\$ 640	\$ 700	\$ 800	
1262	550	Young - Principal	Printing & Binding	\$ 469	\$ 447	\$ 225	\$ 423	\$ 1,400	
1262	580	Young - Principal	Staff Travel	\$ 198	\$ 244	\$ 230	\$ 200	\$ 300	
1262	610	Young - Principal	General Supplies	\$ 7,094	\$ 2,322	\$ 4,426	\$ 3,500	\$ 3,500	
1262	810	Young - Principal	Dues	\$ 655	\$ 569	\$ 648	\$ 1,000	\$ 1,000	
1263	730	Young - Principal	Equipment	\$ 109	\$ -	\$ 1,240	\$ 1,300	\$ 1,105	
1270	116	Young - Custodian	Custodian Salary	\$ 63,051	\$ 54,820	\$ 50,664	\$ 58,198	\$ 66,706	
1270	210	Young - Custodian	Health Insurance	\$ 10,900	\$ 9,745	\$ 6,098	\$ 10,843	\$ 10,337	
1270	220	Young - Custodian	Fica Taxes	\$ 3,529	\$ 3,136	\$ 2,680	\$ 3,609	\$ 4,136	
1270	221	Young - Custodian	Medicare Taxes	\$ 825	\$ 800	\$ 587	\$ 844	\$ 967	
1270	240	Young - Custodian	Unemployment Tax	\$ 121	\$ 158	\$ 191	\$ 208	\$ 216	
1270	250	Young - Custodian	Workers Comp	\$ 1,499	\$ 1,699	\$ 1,453	\$ 2,570	\$ 2,946	
1272	411	Young - Custodian	Water & Sewer	\$ 969	\$ 2,579	\$ 724	\$ 3,350	\$ 3,350	
1272	430	Young - Custodian	Repairs & Maint.	\$ 12,381	\$ 11,336	\$ 17,979	\$ 5,860	\$ 9,210	
1272	441	Young - Custodian	Building Leases	\$ 29,466	\$ 29,466	\$ 104,439	\$ 30,000	\$ 456,870	
1272	530	Young - Custodian	Communications	\$ -	\$ -	\$ -	\$ -	\$ -	
1272	610	Young - Custodian	General Supplies	\$ 7,759	\$ 7,677	\$ 10,394	\$ 11,100	\$ 10,200	
1272	622	Young - Custodian	Electricity	\$ 12,457	\$ 13,594	\$ 15,107	\$ 13,000	\$ 20,000	

City of Saco, Maine
Education Department Narrative, Continued

ORG NUMBER	ORG OBJECT	ORG FULL DESCRIPTION	ACCOUNT FULL DESCRIPTION	2003 School Actual	2004 School Actual	2005 School Actual	2005 School Budget	2006 School Budget	2007 School Budget
1272	623	Young - Custodian	Bottled Gas	\$ 1,197	\$ 5,016	\$ 21,237	\$ 1,300	\$ 15,000	
1272	624	Young - Custodian	Oil	\$ 9,131	\$ 8,894	\$ -	\$ 10,500	\$ -	
1272	330	Young - Bldg Maint	Professional Service	\$ -	\$ 1,438	\$ -	\$ -	\$ -	
1275	430	Young - Bldg Maint	Repairs & Maint.	\$ -	\$ 193,962	\$ 40,341	\$ 228,000	\$ -	
1275	441	Young - Bldg Maint	Building Lease	\$ -	\$ 62,838	\$ 31,419	\$ -	\$ -	
1275	450	Young - Bldg Maint	Construction Services	\$ -	\$ 228,000	\$ -	\$ -	\$ -	
1275	515	Young - Bldg Maint	Student Travel	\$ -	\$ 150	\$ -	\$ -	\$ -	
1275	521	Young - Bldg Maint	Property Insurance	\$ -	\$ 10,375	\$ -	\$ -	\$ -	
1275	580	Young - Bldg Maint	Staff Travel	\$ -	\$ 272	\$ -	\$ -	\$ -	
1275	610	Young - Bldg Maint	General Supplies	\$ -	\$ 3,235	\$ -	\$ -	\$ -	
1275	890	Young - Bldg Maint	Related Other	\$ -	\$ -	\$ 16,431	\$ -	\$ -	
1276	730	Young - Bldg Maint	Equipment	\$ -	\$ -	\$ 66,731	\$ -	\$ -	
1280	102	Young - Instruction	Teachers Salary	\$ 646,703	\$ 666,188	\$ 663,920	\$ 688,497	\$ 682,622	
1280	103	Young - Instruction	Ed Tech Salaries	\$ 53,557	\$ 58,696	\$ 58,256	\$ 59,873	\$ 44,792	
1280	210	Young - Instruction	Health Insurance	\$ 134,339	\$ 153,832	\$ 145,262	\$ 165,049	\$ 150,278	
1280	211	Young - Instruction	LTD Insurance	\$ 433	\$ 253	\$ 224	\$ 294	\$ 290	
1280	212	Young - Instruction	Dental Insurance	\$ 5,077	\$ 5,883	\$ 6,138	\$ 6,336	\$ 6,310	
1280	220	Young - Instruction	Fica Taxes	\$ 178	\$ -	\$ -	\$ -	\$ -	
1280	221	Young - Instruction	Medicare Taxes	\$ 4,575	\$ 4,841	\$ 4,931	\$ 5,045	\$ 6,248	
1280	240	Young - Instruction	Unemployment Tax	\$ 948	\$ 1,264	\$ 1,368	\$ 1,417	\$ 1,365	
1280	250	Young - Instruction	Workers Comp	\$ 4,110	\$ 2,896	\$ 2,540	\$ 3,951	\$ 3,841	
1280	290	Young - Instruction	Other Emp. Benefits	\$ 2,816	\$ 912	\$ 2,148	\$ 3,000	\$ 3,829	
1282	430	Young - Instruction	Repairs & Maint.	\$ 1,852	\$ 286	\$ 700	\$ 3,475	\$ 2,750	
1282	442	Young - Instruction	Lease of Equipment	\$ 1,708	\$ 1,000	\$ 100	\$ 100	\$ -	
1282	515	Young - Instruction	Student Travel	\$ 2,519	\$ -	\$ 1,119	\$ 1,250	\$ 1,455	
1282	610	Young - Instruction	General Supplies	\$ 18,078	\$ 10,469	\$ 66,454	\$ 16,457	\$ 11,710	
1282	611	Young - Instruction	Computer Supplies	\$ 781	\$ -	\$ 806	\$ 1,500	\$ 1,500	
1282	640	Young - Instruction	Books	\$ 3,145	\$ 3,103	\$ 69,877	\$ 4,085	\$ 4,800	
1282	650	Young - Instruction	AV Materials	\$ -	\$ -	\$ -	\$ 470	\$ 300	
1282	890	Young - Instruction	Related Other	\$ -	\$ 1,564	\$ 2,852	\$ 2,500	\$ 2,500	
1283	730	Young - Instruction	Equipment	\$ 858	\$ -	\$ 1,079	\$ 1,250	\$ 3,430	
1290	102	Young - Guidance	Teachers Salary	\$ 21,597	\$ 18,252	\$ 12,401	\$ 19,357	\$ 18,150	
1290	210	Young - Guidance	Health Insurance	\$ 10,108	\$ 4,858	\$ 3,030	\$ 4,990	\$ 3,349	
1290	211	Young - Guidance	LTD Insurance	\$ 37	\$ 11	\$ 9	\$ 12	\$ 15	
1290	212	Young - Guidance	Dental Insurance	\$ 679	\$ 140	\$ 164	\$ 146	\$ 194	
1290	221	Young - Guidance	Medicare Taxes	\$ 300	\$ 295	\$ 189	\$ 281	\$ 263	
1290	240	Young - Guidance	Unemployment Tax	\$ 39	\$ 5	\$ 62	\$ 36	\$ 68	
1290	250	Young - Guidance	Workers Comp	\$ 102	\$ 82	\$ 46	\$ 102	\$ 96	

City of Saco, Maine
Education Department Narrative, Continued

ORG NUMBER	ORG OBJECT	ORG FULL DESCRIPTION	ACCOUNT FULL DESCRIPTION	2003 School Actual	2004 School Actual	2005 School Actual	2005 School Budget	2006 School Budget	2007 School Budget
1292	610	Young - Guidance	General Supplies	\$ 691	\$ 311	\$ 134	\$ 300	\$ 50	
1292	640	Young - Guidance	Books	\$ 14	\$ -	\$ 80	\$ 50	\$ 150	
1292	650	Young - Guidance	AV Materials	\$ -	\$ -	\$ -	\$ -	\$ 175	
1300	103	Young - Library	Ed Tech Salaries	\$ 14,623	\$ 15,139	\$ 14,789	\$ 16,090	\$ 15,135	
1300	210	Young - Library	Health Insurance	\$ -	\$ -	\$ 3,895	\$ -	\$ 5,194	
1300	212	Young - Library	Dental Insurance	\$ -	\$ -	\$ 199	\$ -	\$ 212	
1300	221	Young - Library	Medicare Taxes	\$ 212	\$ 220	\$ 213	\$ 233	\$ 219	
1300	240	Young - Library	Unemployment Tax	\$ 48	\$ 54	\$ 89	\$ 72	\$ 72	
1300	250	Young - Library	Workers Comp	\$ 81	\$ 60	\$ 49	\$ 85	\$ 80	
1302	610	Young - Library	General Supplies	\$ 62	\$ 39	\$ 52	\$ 50	\$ 50	
1302	640	Young - Library	Books	\$ 1,672	\$ -	\$ 2,208	\$ 2,800	\$ 2,800	
1302	650	Young - Library	AV Materials	\$ 348	\$ -	\$ -	\$ -	\$ -	
1303	730	Young - Library	Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	
1310	102	Young - Sped	Teachers Salary	\$ 45,468	\$ 65,036	\$ 116,550	\$ 112,378	\$ 120,650	
1310	103	Young - Sped	Ed Tech Salaries	\$ 21,574	\$ 41,490	\$ 50,101	\$ 51,673	\$ 49,725	
1310	210	Young - Sped	Health Insurance	\$ 5,971	\$ 20,705	\$ 15,809	\$ 29,268	\$ 17,793	
1310	211	Young - Sped	LTD Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	
1310	212	Young - Sped	Dental Insurance	\$ 1,048	\$ 1,216	\$ 1,736	\$ 1,898	\$ 1,906	
1310	220	Young - Sped	Fica Taxes	\$ 693	\$ 157	\$ 807	\$ 759	\$ 780	
1310	221	Young - Sped	Medicare Taxes	\$ 1,001	\$ 1,616	\$ 2,215	\$ 2,380	\$ 2,470	
1310	240	Young - Sped	Unemployment Tax	\$ 177	\$ 304	\$ 495	\$ 482	\$ 484	
1310	250	Young - Sped	Workers Comp	\$ 358	\$ 436	\$ 533	\$ 866	\$ 900	
1312	610	Young - Sped	General Supplies	\$ 783	\$ -	\$ -	\$ -	\$ -	
1312	640	Young - Sped	Books	\$ 449	\$ -	\$ -	\$ -	\$ -	
		Total Young Expenses		\$ 1,281,593	\$ 1,854,641	\$ 1,769,923	\$ 1,715,168	\$ 1,900,368	
1320	103	Technology Support	Ed Tech Salaries	\$ 47,100	\$ 33,101	\$ 37,604	\$ 37,780	\$ 37,111	
1320	109	Technology Support	Other Salaries	\$ -	\$ -	\$ -	\$ -	\$ 22,500	
1320	110	Technology Support	Administrative Salary	\$ 28,099	\$ 47,037	\$ 43,868	\$ 42,278	\$ 48,576	
1320	210	Technology Support	Health Insurance	\$ 5,764	\$ 12,612	\$ 11,611	\$ 12,073	\$ 18,003	
1320	211	Technology Support	LTD Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	
1320	212	Technology Support	Dental Insurance	\$ 317	\$ 579	\$ 678	\$ 695	\$ 1,125	
1320	220	Technology Support	Fica Taxes	\$ 4,750	\$ 3,155	\$ 2,689	\$ 2,621	\$ 4,407	
1320	221	Technology Support	Medicare Taxes	\$ 1,127	\$ 755	\$ 653	\$ 1,161	\$ 1,031	
1320	240	Technology Support	Unemployment Tax	\$ 169	\$ 153	\$ 140	\$ 149	\$ 209	
1320	250	Technology Support	Workers Comp	\$ 494	\$ 332	\$ 276	\$ 386	\$ 571	

City of Saco, Maine
Education Department Narrative, Continued

ORG NUMBER	ORG OBJECT	ORG FULL DESCRIPTION	ACCOUNT FULL DESCRIPTION	2003 School Actual	2004 School Actual	2005 School Actual	2005 School Budget	2006 School Budget	2007 School Budget
1320	290	Technology Support	Other Emp. Benefits	\$ 1,114	\$ 2,395	\$ 2,062	\$ 1,800	\$ 2,420	
1322	430	Technology Support	Repairs & Maint.	\$ 8,083	\$ 4,376	\$ 3,933	\$ 4,500	\$ 6,200	
1322	442	Technology Support	Lease of Equipment	\$ 41,030	\$ 41,548	\$ 41,548	\$ 41,549	\$ 18,289	
1322	530	Technology Support	Communication	\$ 930	\$ 1,053	\$ 1,050	\$ 1,000	\$ 1,500	
1322	531	Technology Support	Postage	\$ -	\$ -	\$ 90	\$ 100	\$ -	
1322	580	Technology Support	Staff Travel	\$ 646	\$ 359	\$ 784	\$ 1,700	\$ 1,700	
1322	610	Technology Support	General Supplies	\$ 7,491	\$ 10,503	\$ 3,481	\$ 3,000	\$ 7,300	
1322	810	Technology Support	Dues	\$ 25	\$ 25	\$ 25	\$ 50	\$ 90	
1323	730	Technology Support	Equipment	\$ 10,614	\$ 5,103	\$ 1,171	\$ 1,400	\$ 11,300	
		Total Technology Support Expenses		\$ 157,752	\$ 163,087	\$ 151,663	\$ 152,242	\$ 182,332	
1325	320	Tech. Special Proj.	Professional Ed.	\$ -	\$ -	\$ -	\$ -	\$ -	
1325	442	Tech. Special Proj.	Lease Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	
		Total Tech. Special Projects Expenses		\$ -	\$ -	\$ -	\$ -	\$ -	
1330	102	DW - Health	Teacher Salary	\$ 113,325	\$ 120,702	\$ 127,483	\$ 127,483	\$ 135,776	
1330	210	DW - Health	Health Insurance	\$ 28,401	\$ 23,716	\$ 26,969	\$ 23,545	\$ 29,710	
1330	211	DW - Health	LTD Insurance	\$ 45	\$ 25	\$ 25	\$ 29	\$ 36	
1330	212	DW - Health	Dental Insurance	\$ 960	\$ 979	\$ 1,065	\$ 1,098	\$ 1,164	
1330	221	DW - Health	Medicare Taxes	\$ 1,597	\$ 1,731	\$ 1,771	\$ 1,849	\$ 1,969	
1330	240	DW - Health	Unemployment Tax	\$ 153	\$ 240	\$ 216	\$ 216	\$ 216	
1330	250	DW - Health	Workers Comp	\$ 649	\$ 478	\$ 428	\$ 673	\$ 717	
1332	330	DW - Health	Professional Service	\$ 3,871	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	
1332	340	DW - Health	Technical Service	\$ -	\$ 280	\$ 280	\$ 2,350	\$ 2,350	
1332	430	DW - Health	Repairs & Maint.	\$ 136	\$ -	\$ 493	\$ 500	\$ 675	
1332	530	DW - Health	Communication	\$ -	\$ 160	\$ 149	\$ -	\$ -	
1332	580	DW - Health	Staff Travel	\$ 186	\$ 90	\$ 116	\$ 250	\$ 250	
1332	610	DW - Health	General Supplies	\$ 4,051	\$ 4,424	\$ 4,738	\$ 5,600	\$ 5,800	
1332	640	DW - Health	Books	\$ 366	\$ 36	\$ 407	\$ 750	\$ 850	
1332	810	DW - Health	Dues	\$ 290	\$ 608	\$ 655	\$ 825	\$ 825	
1333	730	DW - Health	Equipment	\$ 593	\$ 312	\$ 1,798	\$ 1,425	\$ 1,013	
1340	110	DW - Sch Comm	Administrative Salary	\$ 1,250	\$ 1,750	\$ 1,750	\$ 1,750	\$ 1,750	
1340	220	DW - Sch Comm	Fica Taxes	\$ 62	\$ 78	\$ 93	\$ 109	\$ 109	
1340	221	DW - Sch Comm	Medicare Taxes	\$ 18	\$ 25	\$ 25	\$ 25	\$ 25	
1342	330	DW - Sch Comm	Professional Service	\$ 28,632	\$ 18,916	\$ 51,331	\$ 26,500	\$ 29,500	
1342	520	DW - Sch Comm	Insurance	\$ 10,346	\$ 7,657	\$ 8,813	\$ 12,463	\$ 10,000	
1342	550	DW - Sch Comm	Printing & Binding	\$ -	\$ 269	\$ -	\$ 1,000	\$ 1,000	
1342	810	DW - Sch Comm	Dues	\$ 3,848	\$ 5,430	\$ 4,167	\$ 4,589	\$ 5,569	
1342	890	DW - Sch Comm	Related Other	\$ 866	\$ 908	\$ 823	\$ 800	\$ 1,000	
1350	110	DW - Central Off	Administrative Salary	\$ 133,072	\$ 139,185	\$ 140,248	\$ 143,814	\$ 144,702	

City of Saco, Maine
Education Department Narrative, Continued

ORG NUMBER	OBJECT	ORG FULL DESCRIPTION	ACCOUNT FULL DESCRIPTION	2003 School Actual	2004 School Actual	2005 School Actual	2005 School Budget	2006 School Budget	2007 School Budget
1350	112	DW - Central Off	Secretary Salary	\$ 103,246	\$ 101,944	\$ 129,905	\$ 107,549	\$ 120,171	
1350	210	DW - Central Off	Health Insurance	\$ 34,264	\$ 33,356	\$ 37,882	\$ 49,219	\$ 50,398	
1350	211	DW - Central Off	LTD Insurance	\$ 162	\$ 171	\$ 221	\$ 499	\$ 580	
1350	212	DW - Central Off	Dental Insurance	\$ 2,163	\$ 2,022	\$ 2,086	\$ 2,308	\$ 2,920	
1350	213	DW - Central Off	Life Insurance	\$ 1,605	\$ 834	\$ 50	\$ 1,583	\$ 117	
1350	214	DW - Central Off	TSA	\$ -	\$ -	\$ -	\$ -	\$ -	
1350	220	DW - Central Off	Fica Taxes	\$ 9,312	\$ 8,799	\$ 11,612	\$ 10,487	\$ 11,035	
1350	221	DW - Central Off	Medicare Taxes	\$ 3,430	\$ 3,491	\$ 3,921	\$ 3,654	\$ 3,809	
1350	240	DW - Central Off	Unemployment Tax	\$ 565	\$ 479	\$ 636	\$ 389	\$ 416	
1350	250	DW - Central Off	Workers Comp	\$ 1,626	\$ 953	\$ 920	\$ 1,511	\$ 1,406	
1350	290	DW - Central Off	Other Emp. Benefits	\$ -	\$ -	\$ -	\$ -	\$ 4,486	
1352	330	DW - Central Off	Professional Service	\$ 2,794	\$ 5,426	\$ -	\$ -	\$ -	
1352	430	DW - Central Off	Repairs & Maint.	\$ 7,726	\$ 21,414	\$ 21,808	\$ 21,910	\$ 22,500	
1352	442	DW - Central Off	Lease of Equipment	\$ 1,080	\$ 990	\$ 26,325	\$ 21,923	\$ 30,470	
1352	530	DW - Central Off	Communication	\$ 6,988	\$ 9,202	\$ 8,682	\$ 8,550	\$ 8,550	
1352	531	DW - Central Off	Postage	\$ 15,700	\$ 8,129	\$ 7,505	\$ 7,200	\$ 6,750	
1352	540	DW - Central Off	Advertising	\$ 24,435	\$ 10,313	\$ 8,863	\$ 18,000	\$ 18,000	
1352	550	DW - Central Off	Printing & Binding	\$ -	\$ -	\$ -	\$ -	\$ -	
1352	580	DW - Central Off	Staff Travel	\$ 3,247	\$ 2,692	\$ 2,443	\$ 2,970	\$ 2,677	
1352	610	DW - Central Off	General Supplies	\$ 10,055	\$ 7,091	\$ 8,731	\$ 9,450	\$ 9,450	
1352	622	DW - Central Off	Electricity	\$ -	\$ -	\$ -	\$ -	\$ -	
1352	623	DW - Central Off	Bottled Gas	\$ -	\$ -	\$ -	\$ -	\$ -	
1352	640	DW - Central Off	Books	\$ 551	\$ 513	\$ 31	\$ 360	\$ 540	
1352	810	DW - Central Off	Dues	\$ 4,781	\$ 3,801	\$ 3,228	\$ 7,192	\$ 2,419	
1352	890	DW - Central Off	Related Other	\$ -	\$ 1,327	\$ 3,598	\$ 1,350	\$ 1,980	
1353	730	DW - Central Off	Equipment	\$ 3,379	\$ 4,353	\$ 1,671	\$ 1,800	\$ 3,510	
1360	110	DW - Central Off	Administrative Salary	\$ 77,260	\$ 80,993	\$ 82,662	\$ 80,355	\$ 48,591	
1360	116	DW - Custodian	Custodian Salary	\$ -	\$ -	\$ 5,091	\$ 27,000	\$ 64,584	
1360	118	DW - Custodian	Custodian Substitute	\$ 31,503	\$ 10,701	\$ 22,110	\$ -	\$ 27,000	
1360	119	DW - Custodian	Summer Salary	\$ 3,300	\$ 5,622	\$ 2,546	\$ 9,300	\$ 9,300	
1360	210	DW - Custodian	Health Insurance	\$ 3,686	\$ 4,731	\$ 4,980	\$ 5,052	\$ 10,337	
1360	212	DW - Custodian	Dental Insurance	\$ 161	\$ 226	\$ 325	\$ 329	\$ 349	
1360	220	DW - Custodian	Fica Taxes	\$ 7,128	\$ 5,758	\$ 6,697	\$ 6,642	\$ 9,267	
1360	221	DW - Custodian	Medicare Taxes	\$ 1,667	\$ 1,390	\$ 1,543	\$ 1,603	\$ 2,167	
1360	240	DW - Custodian	Unemployment Tax	\$ 178	\$ 187	\$ 306	\$ 353	\$ 427	
1360	250	DW - Custodian	Workers Comp	\$ 2,888	\$ 3,070	\$ 2,726	\$ 3,333	\$ 6,601	

City of Saco, Maine
Education Department Narrative, Continued

ORG NUMBER	ORG OBJECT	ORG FULL DESCRIPTION	ACCOUNT FULL DESCRIPTION	2003 School Actual	2004 School Actual	2005 School Actual	2005 School Budget	2006 School Budget	2007 School Budget
1360	290	DW - Custodian	Other Emp. Benefits	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	
1362	411	DW - Custodian	Water & Sewer	\$ 9,202	\$ 161	\$ 782	\$ 1,000	\$ 1,080	
1362	420	DW - Custodian	Trash Disposal	\$ 5,862	\$ 7,704	\$ 9,581	\$ 6,000	\$ 7,000	
1362	430	DW - Custodian	Repairs & Maint.	\$ 80,154	\$ 99,465	\$ 137,909	\$ 117,048	\$ 82,236	
1362	431	DW - Custodian	Energy Management	\$ 65,870	\$ 78,951	\$ 79,775	\$ 72,636	\$ 18,535	
1362	441	DW - Custodian	Building Lease	\$ 38,048	\$ 37,800	\$ 37,800	\$ 37,800	\$ 37,800	
1362	520	DW - Custodian	Insurance	\$ 29,721	\$ 27,433	\$ 28,446	\$ 34,179	\$ 42,435	
1362	530	DW - Custodian	Communication	\$ 998	\$ 1,343	\$ 1,291	\$ -	\$ 1,452	
1362	580	DW - Custodian	Staff Travel	\$ 7,356	\$ 814	\$ 1,427	\$ 1,300	\$ 1,300	
1362	610	DW - Custodian	General Supplies	\$ 5,142	\$ 3,638	\$ 4,743	\$ 4,800	\$ 4,750	
1362	622	DW - Custodian	Electricity	\$ 7,599	\$ 8,465	\$ 10,078	\$ 9,000	\$ 6,600	
1362	623	DW - Custodian	Bottled Gas	\$ -	\$ 464	\$ 2,000	\$ 2,500	\$ 2,500	
1362	624	DW - Custodian	Oil	\$ -	\$ 2,413	\$ 5,002	\$ 6,200	\$ 4,500	
1362	810	DW - Custodian	Sch Dues	\$ -	\$ -	\$ -	\$ -	\$ -	
1362	890	DW - Custodian	Related Other	\$ 25	\$ 2,690	\$ 17,635	\$ 19,575	\$ 7,400	
1363	730	DW - Custodian	Equipment	\$ 991	\$ 2,758	\$ 33,355	\$ 26,400	\$ 15,650	
1370	110	DW - Transportation	Administrative Salary	\$ -	\$ 29,297	\$ 30,381	\$ 30,369	\$ 31,432	
1370	117	DW - Transportation	Bus Drivers	\$ 328,752	\$ 296,400	\$ 323,263	\$ 324,452	\$ 332,821	
1370	118	DW - Transportation	Substitute Salary	\$ -	\$ -	\$ -	\$ -	\$ 13,000	
1370	119	DW - Transportation	Summer Salary	\$ -	\$ -	\$ -	\$ -	\$ 19,668	
1370	210	DW - Transportation	Health Insurance	\$ 75,758	\$ 63,845	\$ 83,030	\$ 85,426	\$ 96,341	
1370	212	DW - Transportation	Dental Insurance	\$ 5,919	\$ 4,539	\$ 5,895	\$ 6,001	\$ 6,362	
1370	220	DW - Transportation	Fica Taxes	\$ 23,198	\$ 19,705	\$ 21,417	\$ 21,998	\$ 24,609	
1370	221	DW - Transportation	Medicare Taxes	\$ 5,425	\$ 4,740	\$ 4,923	\$ 5,145	\$ 5,755	
1370	240	DW - Transportation	Unemployment Tax	\$ 1,042	\$ 1,062	\$ 1,383	\$ 1,541	\$ 1,631	
1370	250	DW - Transportation	Workers Comp	\$ 6,997	\$ 21,054	\$ 17,115	\$ 30,746	\$ 37,390	
1370	290	DW - Transportation	Other Emp. Benefits	\$ 250	\$ -	\$ -	\$ -	\$ 2,000	
1372	330	DW - Transportation	Professional Service	\$ 2,510	\$ 2,297	\$ 2,251	\$ 3,238	\$ 3,238	
1372	340	DW - Transportation	Technical Service	\$ -	\$ 2,408	\$ 504	\$ 1,000	\$ 2,650	
1372	430	DW - Transportation	Repairs & Maint.	\$ 73,856	\$ 76,098	\$ 37,274	\$ 72,950	\$ 75,300	
1372	442	DW - Transportation	Lease of Equipment	\$ 18,500	\$ 18,500	\$ -	\$ -	\$ -	
1372	512	DW - Transportation	Student Travel	\$ 27,749	\$ 10,049	\$ 38,328	\$ 16,000	\$ 16,000	
1372	520	DW - Transportation	Insurance	\$ 17,951	\$ 14,616	\$ 14,465	\$ 19,745	\$ 16,400	
1372	530	DW - Transportation	Communication	\$ 1,756	\$ 2,964	\$ 3,276	\$ 3,050	\$ 3,050	
1372	580	DW - Transportation	Staff Travel	\$ 923	\$ 1,354	\$ 1,842	\$ 1,500	\$ 1,500	
1372	581	DW - Transportation	Staff In Service	\$ 960	\$ 1,452	\$ 1,057	\$ 1,500	\$ 1,560	
1372	610	DW - Transportation	General Supplies	\$ 5,518	\$ 5,570	\$ 11,179	\$ 11,000	\$ 11,700	

City of Saco, Maine
Education Department Narrative, Continued

ORG NUMBER	ORG OBJECT	ORG FULL DESCRIPTION	ACCOUNT FULL DESCRIPTION	2003 School Actual	2004 School Actual	2005 School Actual	2005 School Budget	2006 School Budget	2007 School Budget
1372	620	DW - Transportation	Utilities	\$ 644	\$ 692	\$ 561	\$ 3,550	\$ 3,550	
1372	626	DW - Transportation	Motor Fuel	\$ 45,437	\$ 32,786	\$ 38,333	\$ 42,632	\$ 65,700	
1372	810	DW - Transportation	Dues	\$ -	\$ 100	\$ 75	\$ 100	\$ 150	
1372	890	DW - Transportation	Related Other	\$ 3,499	\$ 217	\$ 149	\$ 1,005	\$ 1,000	
1373	730	DW - Transportation	Equipment	\$ 73	\$ 4,773	\$ 907	\$ -	\$ -	
1373	732	DW - Transportation	Vehicle Purchase	\$ 54,601	\$ 161,670	\$ 140,500	\$ -	\$ 72,000	
1375	430	Capital Maint.	Repairs & Maint.	\$ 14,275	\$ 12,700	\$ 90,582	\$ 100,000	\$ 100,000	
1376	730	Capital Maint.	School-Equipment	\$ -	\$ -	\$ 9,418	\$ -	\$ -	
1380	830	DW - Debt Service	Interest	\$ 413,398	\$ 379,433	\$ 352,793	\$ 352,293	\$ 323,403	
1380	910	DW - Debt Service	Principal	\$ 780,979	\$ 650,979	\$ 650,979	\$ 650,979	\$ 650,979	
1390	104	DW - Instruction	Teachers Substitute S	\$ 139,833	\$ 187,549	\$ 272,683	\$ 155,000	\$ 175,000	
1390	106	DW - Instruction	Tutor Salary	\$ 1,000	\$ 463	\$ -	\$ 3,000	\$ 2,000	
1390	109	DW - Instruction	Other Salaries	\$ -	\$ -	\$ 3,797	\$ -	\$ -	
1390	112	DW - Instruction	Secretary Salary	\$ 16,819	\$ 8,800	\$ 10,474	\$ 9,152	\$ 9,946	
1390	125	DW - Instruction	S&B Adjustment	\$ 9,054	\$ -	\$ 53	\$ 51,571	\$ 87,000	
1390	150	DW - Instruction	Stipends	\$ -	\$ -	\$ -	\$ -	\$ -	
1390	210	DW - Instruction	Health Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	
1390	212	DW - Instruction	Dental Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	
1390	220	DW - Instruction	Fica Taxes	\$ 3,706	\$ 701	\$ 1,220	\$ 567	\$ 617	
1390	221	DW - Instruction	Medicare Taxes	\$ 2,620	\$ 2,914	\$ 4,489	\$ 2,424	\$ 2,711	
1390	240	DW - Instruction	Unemployment Tax	\$ 393	\$ 978	\$ 1,750	\$ 1,003	\$ 1,122	
1390	250	DW - Instruction	Workers Comp	\$ 2,003	\$ 796	\$ 985	\$ 883	\$ 987	
1390	260	DW - Instruction	Tuition Reimbursemer	\$ 60,573	\$ 40,796	\$ 44,510	\$ 47,500	\$ 49,000	
1390	290	DW - Instruction	Other Emp. Benefits	\$ -	\$ -	\$ -		\$ -	
1392	330	DW - Instruction	Professional Service	\$ -	\$ 490	\$ 482	\$ 3,000	\$ 37,923	
1392	430	DW - Instruction	Repairs & Maint.	\$ 846	\$ -	\$ -	\$ -	\$ -	
1392	442	DW - Instruction	Lease of Equipment	\$ 19,901	\$ 19,901	\$ -	\$ -	\$ -	
1392	561	DW - Instruction	Tuition - Public	\$ -	\$ -	\$ -	\$ -		
1392	580	DW - Instruction	Staff Travel	\$ -	\$ -	\$ -	\$ -	\$ -	
1392	610	DW - Instruction	General Supplies	\$ 143	\$ -	\$ 1,250	\$ -	\$ -	
1392	640	DW - Instruction	Books	\$ 119,969	\$ 101,394	\$ 176,847	\$ 150,000	\$ 150,000	
1392	890	DW - Instruction	Related Other	\$ 6,573	\$ 3,777	\$ 2,804	\$ 14,650	\$ 9,200	
1400	102	DW - ESL	Teachers Salary	\$ 44,175	\$ 44,204	\$ 21,318	\$ 47,334	\$ 35,071	
1400	103	DW - ESL	EdTch Sal	\$ -	\$ -	\$ -	\$ -	\$ -	
1400	150	DW - ESL	School Stipends	\$ -	\$ -	\$ -	\$ -	\$ -	
1400	210	DW - ESL	Health Insurance	\$ 8,179	\$ 12,899	\$ 4,251	\$ 12,475	\$ 3,848	
1400	211	DW - ESL	LTD Insurance	\$ -	\$ 25	\$ 12	\$ 29	\$ -	
1400	212	DW - ESL	Dental Insurance	\$ 128	\$ 368	\$ 212	\$ 366	\$ 310	
1400	221	DW - ESL	Medicare Taxes	\$ 576	\$ 671	\$ 315	\$ 687	\$ 509	

City of Saco, Maine
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ORG NUMBER	OBJECT	ORG FULL DESCRIPTION	ACCOUNT FULL DESCRIPTION	2003 School Actual	2004 School Actual	2005 School Actual	2005 School Budget	2006 School Budget	2007 School Budget
1400	240	DW - ESL	Unemployment Tax	\$ 76	\$ 74	\$ 93	\$ 72	\$ 72	
1400	250	DW - ESL	Workers Comp	\$ 604	\$ 188	\$ 79	\$ 250	\$ 185	
1400	290	DW - ESL	Other Emp. Benefits	\$ 30	\$ 179	\$ 10	\$ 250	\$ 250	
1402	330	DW - ESL	Professional Service	\$ 63	\$ -	\$ -	\$ -	\$ -	
1402	580	DW - ESL	Staff Travel	\$ -	\$ 207	\$ 289	\$ 300	\$ 200	
1402	610	DW - ESL	General Supplies	\$ 276	\$ 218	\$ 230	\$ 245	\$ 250	
1402	640	DW - ESL	Books	\$ 850	\$ 586	\$ 873	\$ 410	\$ 250	
1402	650	DW - ESL	AV Materials	\$ 54	\$ 306	\$ 184	\$ 400	\$ 250	
1402	810	DW - ESL	Dues	\$ 100	\$ -	\$ 75	\$ 50	\$ 50	
1402	890	DW - ESL	Related Other	\$ -	\$ 541	\$ 408	\$ 400	\$ 800	
1403	730	DW - ESL	Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	
1410	102	DW - Prof Dev.	Teachers Salary	\$ -	\$ -	\$ -	\$ -	\$ -	
1410	104	DW - Prof Dev.	Teachers Substitute	\$ -	\$ 600	\$ 7,470	\$ 7,400	\$ 7,000	
1410	110	DW - Prof Dev.	Administrative Salary	\$ 53,900	\$ 56,547	\$ 59,028	\$ 57,678	\$ 55,800	
1410	112	DW - Prof Dev.	Secretary Salary	\$ -	\$ -	\$ 244	\$ -	\$ -	
1410	150	DW - Prof Dev.	School Stipends	\$ 21,151	\$ 12,500	\$ 18,926	\$ 26,700	\$ 34,000	
1410	210	DW - Prof Dev.	Health Insurance	\$ 7,737	\$ 4,479	\$ 4,675	\$ 4,753	\$ 5,194	
1410	211	DW - Prof Dev.	LTD Insurance	\$ 418	\$ 230	\$ 242	\$ 266	\$ 337	
1410	212	DW - Prof Dev.	Dental Insurance	\$ 321	\$ 310	\$ 325	\$ 329	\$ 349	
1410	213	DW - Prof Dev.	Life Insurance	\$ -	\$ 117	\$ 117	\$ 123	\$ 117	
1410	220	DW - Prof Dev.	Fica Taxes	\$ 1	\$ 12	\$ 20	\$ -	\$ -	
1410	221	DW - Prof Dev.	Medicare Taxes	\$ 827	\$ 950	\$ 1,063	\$ 1,358	\$ 1,404	
1410	240	DW - Prof Dev.	Unemployment Tax	\$ 99	\$ 71	\$ 70	\$ 109	\$ 179	
1410	250	DW - Prof Dev.	Workers Compensatio	\$ -	\$ 280	\$ 278	\$ 537	\$ 511	
1410	290	DW - Prof Dev.	Other Emp. Benefits	\$ 2,025	\$ 1,410	\$ 38,698	\$ 19,000	\$ 33,300	
1412	320	DW - Prof Dev.	Professional Education	\$ 3,455	\$ -	\$ 4,482	\$ 5,000	\$ 5,000	
1412	330	DW - Prof Dev.	Other Prof. Services	\$ -	\$ -	\$ 1,000	\$ -	\$ -	
1412	442	DW - Prof Dev.	Lease of Equipment	\$ -	\$ -	\$ 170	\$ 2,000	\$ 3,000	
1412	530	DW - Prof Dev.	Communication	\$ -	\$ -	\$ -	\$ -	\$ -	
1412	550	DW - Prof Dev.	Printing & Binding	\$ 247	\$ -	\$ -	\$ -	\$ -	
1412	580	DW - Prof Dev.	Staff Travel	\$ 2,560	\$ 1,931	\$ 9,017	\$ 8,900	\$ 4,400	
1412	610	DW - Prof Dev.	General Supplies	\$ 4,373	\$ 1,498	\$ 16,035	\$ 18,492	\$ 9,950	
1412	640	DW - Prof Dev.	Books	\$ 171	\$ 1,343	\$ 1,402	\$ 2,675	\$ 3,375	
1412	810	DW - Prof Dev.	Dues	\$ -	\$ 919	\$ 995	\$ 860	\$ 1,300	
1412	890	DW - Prof Dev.	Related Other	\$ -	\$ 1,238	\$ 6,012	\$ 4,000	\$ 4,000	
1413	730	DW - Prof Dev.	Equipment	\$ -	\$ -	\$ 4,439	\$ 5,755	\$ -	
1420	102	DW - Special Ed	Teachers Salary	\$ 370,103	\$ 361,184	\$ 239,869	\$ 259,721	\$ 202,555	
1420	103	DW - Special Ed	Ed Tech Salary	\$ -	\$ -	\$ 4,684	\$ 33,776	\$ 24,777	
1420	106	DW - Special Ed	Tutor Salary	\$ 2,848	\$ 3,039	\$ 656	\$ 7,000	\$ 7,000	

City of Saco, Maine
Education Department Narrative, Continued

ORG NUMBER	ORG OBJECT	ORG FULL DESCRIPTION	ACCOUNT FULL DESCRIPTION	2003 School Actual	2004 School Actual	2005 School Actual	2005 School Budget	2006 School Budget	2007 School Budget
1420	110	DW - Special Ed	Administrative Salary	\$ 121,234	\$ 125,947	\$ 138,167	\$ 131,526	\$ 136,041	
1420	119	DW - Special Ed	Summer Salary	\$ -	\$ -	\$ -	\$ -	\$ 33,925	
1420	210	DW - Special Ed	Health Insurance	\$ 52,701	\$ 70,478	\$ 55,833	\$ 63,708	\$ 62,714	
1420	211	DW - Special Ed	LTD Insurance	\$ 1,094	\$ 605	\$ 572	\$ 609	\$ 851	
1420	212	DW - Special Ed	Dental Insurance	\$ 3,147	\$ 3,254	\$ 2,419	\$ 2,896	\$ 2,771	
1420	213	DW - Special Ed	Life Insurance	\$ 260	\$ 247	\$ 247	\$ 253	\$ 247	
1420	220	DW - Special Ed	Fica Taxes	\$ 114	\$ 97	\$ 149	\$ -	\$ -	
1420	221	DW - Special Ed	Medicare Taxes	\$ 5,780	\$ 5,532	\$ 4,193	\$ 5,051	\$ 5,155	
1420	240	DW - Special Ed	Unemployment Tax	\$ 508	\$ 747	\$ 516	\$ 738	\$ 645	
1420	250	DW - Special Ed	Workers Comp	\$ 1,379	\$ 1,923	\$ 1,315	\$ 2,319	\$ 2,135	
1422	330	DW - Special Ed	Professional Service	\$ 8,362	\$ 3,291	\$ 86	\$ 14,000	\$ 14,000	
1422	334	DW - Special Ed	Sub Prof. Service	\$ -	\$ -	\$ 6,160	\$ -	\$ -	
1422	430	DW - Special Ed	Repairs & Maint.	\$ 177	\$ -	\$ -	\$ -	\$ -	
1422	530	DW - Special Ed	Communication	\$ -	\$ -	\$ -	\$ -	\$ -	
1422	565	DW - Special Ed	Tuition	\$ 172,070	\$ 115,975	\$ 129,512	\$ 152,633	\$ 136,732	
1422	580	DW - Special Ed	Staff Travel	\$ 1,114	\$ 957	\$ 368	\$ 2,000	\$ 2,000	
1422	610	DW - Special Ed	General Supplies	\$ -	\$ 1,439	\$ 1,493	\$ 1,500	\$ 1,500	
1422	640	DW - Special Ed	Books	\$ 47	\$ -	\$ -	\$ -	\$ -	
1423	730	DW - Special Ed	Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	
1422	890	DW - Special Ed	Related Other	\$ 4,614	\$ 2,232	\$ 2,723	\$ 2,000	\$ 2,000	
1432	610	DW - Social Work	General Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	
1432	890	DW - Social Work	Related Other	\$ -	\$ -	\$ -	\$ -	\$ -	
1442	330	DW - Psychological	Communication	\$ -	\$ -	\$ -	\$ -	\$ -	
1442	610	DW - Psychological	General Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	
1452	330	DW - Speech	Professional Service	\$ -	\$ -	\$ -	\$ -	\$ -	
1452	610	DW - Speech	General Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	
1452	640	DW - Speech	Books	\$ -	\$ -	\$ -	\$ -	\$ -	
1453	730	DW - Speech	Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	
1452	890	DW - Speech	Related Other	\$ 674	\$ -	\$ -	\$ -	\$ -	
1462	610	DW - Phy Therapy	General Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	
1472	610	DW - Occ Therapy	General Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	
1480	102	Gifted & Talented	Teacher Salary	\$ -	\$ -	\$ -	\$ -	\$ 24,392	
1480	210	Gifted & Talented	Health Insurance	\$ -	\$ -	\$ -	\$ -	\$ 4,716	
1480	211	Gifted & Talented	LTD Insurance	\$ -	\$ -	\$ -	\$ -	\$ 18	
1480	212	Gifted & Talented	Dental Insurance	\$ -	\$ -	\$ -	\$ -	\$ 194	
1480	221	Gifted & Talented	Medicare Taxes	\$ -	\$ -	\$ -	\$ -	\$ 354	

City of Saco, Maine
Education Department Narrative, Continued

ORG NUMBER	OBJECT	ORG FULL DESCRIPTION	ACCOUNT FULL DESCRIPTION	2003 School Actual	2004 School Actual	2005 School Actual	2005 School Budget	2006 School Budget	2007 School Budget
1480	240	Gifted & Talented	Unemployment Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 32
1480	250	Gifted & Talented	Workers Comp	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 129
1482	610	Gifted & Talented	General Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,000
1482	610	DW - Goals 2000	General Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		Total District Wide Expenses		\$ 4,140,592	\$ 3,974,781	\$ 4,351,005	\$ 4,245,855	\$ 4,430,890	
1485	561	Sec - Instruction	Tuition - Public	\$ -	\$ -	\$ -	\$ -	\$ -	
1487	565	Sec - Special Ed	Tuition - TA	\$ -	\$ 572,756	\$ 536,931	\$ 596,650	\$ 626,482	
1488	564	Sec - Instruction	Insured Value Factor	\$ -	\$ -	\$ 626,756	\$ -	\$ -	
1488	565	Sec- Instruction	Tuition	\$ 6,770,627	\$ 6,547,571	\$ 6,443,491	\$ 7,044,321	\$ 7,396,537	
1490	102	Sec - Instruction	Teachers Salary	\$ 26,358	\$ 46,939	\$ 89,116	\$ 101,361	\$ 91,709	
1490	103	Sec - Instruction	Ed Tech Salary	\$ 9,246	\$ -	\$ -	\$ -	\$ -	
1490	106	Sec - Instruction	Tutor Salary	\$ 5,825	\$ 2,688	\$ 1,010	\$ 10,000	\$ 5,000	
1490	119	Sec - Instruction	Summer Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	
1490	210	Sec - Instruction	Health Insurance	\$ 1,101	\$ 4,137	\$ 11,122	\$ 11,595	\$ 11,207	
1490	211	Sec - Instruction	LTD Insurance	\$ 7	\$ 25	\$ 44	\$ 24	\$ 58	
1490	212	Sec - Instruction	Dental Insurance	\$ 2,226	\$ 339	\$ 730	\$ 725	\$ 737	
1490	221	Sec - Instruction	Medicare Taxes	\$ 367	\$ 682	\$ 1,124	\$ 1,398	\$ 1,312	
1490	240	Sec - Instruction	Unemployment Tax	\$ 45	\$ 62	\$ 185	\$ 289	\$ 236	
1490	250	Sec - Instruction	Workers Comp	\$ 768	\$ 188	\$ 317	\$ 588	\$ 559	
1490	290	Sec - Instruction	Other Emp. Benefits	\$ 569	\$ -	\$ -	\$ -	\$ -	
1492	330	Sec - Instruction	Professional Service	\$ -	\$ 2,093	\$ -	\$ -	\$ 5,000	
1492	332	Sec - Instruction	VOC Assessment	\$ -	\$ -	\$ -	\$ -	\$ -	
1492	334	Sec - Instruction	Sub Prof. Services	\$ -	\$ -	\$ 400	\$ -	\$ -	
1492	530	Sec - Instruction	Communication	\$ -	\$ 509	\$ 544	\$ 1,060	\$ 1,060	
1492	561	Sec - Instruction	Tuition - Public	\$ -	\$ 50,643	\$ -	\$ -	\$ -	
1492	565	Sec - Instruction	Tuition	\$ 64,664	\$ -	\$ 36,879	\$ 87,426	\$ 126,706	
1492	580	Sec - Instruction	Staff Travel	\$ 673	\$ 566	\$ 716	\$ 1,000	\$ 1,000	
1493	730	Sec - Instruction	Equipment	\$ 358	\$ -	\$ -	\$ -	\$ -	
1492	610	Sec - Instruction	General Supplies	\$ 1,291	\$ -	\$ -	\$ -	\$ -	
1492	623	Sec - Instruction	Bottled Gas	\$ -	\$ -	\$ -	\$ -	\$ -	
1492	640	Sec - Instruction	Books	\$ -	\$ -	\$ 26	\$ -	\$ -	
1492	890	Sec - Instruction	Related Other	\$ -	\$ -	\$ -	\$ -	\$ -	
1502	610	Sec - Social Work	General Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	
1502	890	Sec - Social Work	Related Other	\$ -	\$ -	\$ -	\$ -	\$ -	
1512	610	Sec - Psychological	General Supplies	\$ -	\$ 43	\$ -	\$ -	\$ -	

City of Saco, Maine
Education Department Narrative, Continued

ORG NUMBER	ORG OBJECT	ORG FULL DESCRIPTION	ACCOUNT FULL DESCRIPTION	2003 School Actual	2004 School Actual	2005 School Actual	2005 School Budget	2006 School Budget	2007 School Budget
1522	330	Sec - Speech	Professional Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1522	610	Sec - Speech	General Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1550	102	Transition Prog.	Teachers Salary	\$ 90,978	\$ 114,921	\$ 120,164	\$ 119,959	\$ 127,971	\$ 127,971
1550	103	Transition Prog.	Ed Tech Salary	\$ 105,810	\$ 93,755	\$ 101,386	\$ 99,164	\$ 107,204	\$ 107,204
1550	116	Transition Prog.	Custodian Salary	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1550	210	Transition Prog.	Health Insurance	\$ 31,214	\$ 42,717	\$ 51,370	\$ 50,087	\$ 57,676	\$ 57,676
1550	211	Transition Prog.	LTD Insurance	\$ 84	\$ 51	\$ 49	\$ 59	\$ 73	\$ 73
1550	212	Transition Prog.	Dental Insurance	\$ (15)	\$ 2,240	\$ 2,427	\$ 2,498	\$ 2,648	\$ 2,648
1550	221	Transition Prog.	Medicare Taxes	\$ 2,742	\$ 3,008	\$ 2,949	\$ 3,177	\$ 3,410	\$ 3,410
1550	240	Transition Prog.	Unemployment Tax	\$ 543	\$ 582	\$ 748	\$ 720	\$ 720	\$ 720
1550	250	Transition Prog.	Workers Comp	\$ 1,013	\$ 824	\$ 734	\$ 1,157	\$ 1,242	\$ 1,242
1552	330	Transition Prog.	Professional Service	\$ 5,893	\$ -	\$ -	\$ -	\$ -	\$ -
1552	411	Transition Prog.	Water Sewer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1552	430	Transition Prog.	Repairs & Maint.	\$ -	\$ 1,348	\$ 670	\$ -	\$ 1,500	\$ 1,500
1552	440	Transition Prog.	Rental/Lease	\$ 89,031	\$ 89,031	\$ 89,031	\$ 89,031	\$ 89,031	\$ 89,031
1552	442	Transition Prog.	Lease of Equipment	\$ 1,725	\$ 1,498	\$ 366	\$ 366	\$ -	\$ -
1552	515	Transition Prog.	Student Travel	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ 500
1552	530	Transition Prog.	Communciation	\$ 2,335	\$ 2,973	\$ 2,307	\$ 2,500	\$ 3,000	\$ 3,000
1552	531	Transition Prog.	Postage	\$ -	\$ 71	\$ 65	\$ -	\$ 100	\$ 100
1552	550	Transition Prog.	Printing & Binding	\$ 150	\$ -	\$ -	\$ -	\$ -	\$ -
1552	580	Transition Prog.	Staff Travel	\$ 441	\$ 10	\$ -	\$ 1,000	\$ 500	\$ 500
1552	610	Transition Prog.	General Supplies	\$ 5,219	\$ 2,838	\$ 2,395	\$ 2,500	\$ 2,500	\$ 2,500
1552	614	Transition Prog.	Custodian Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1552	622	Transition Prog.	Electricity	\$ 851	\$ -	\$ -	\$ -	\$ -	\$ -
1552	623	Transition Prog.	Bottled Gas	\$ 94	\$ 1,657	\$ -	\$ 4,800	\$ 2,640	\$ 2,640
1552	640	Transition Prog.	Books	\$ 3,113	\$ 860	\$ 1,318	\$ 2,200	\$ 2,200	\$ 2,200
1552	810	Transition Prog.	Dues	\$ -	\$ 788	\$ -	\$ -	\$ -	\$ -
1552	890	Transition Prog.	Related Other	\$ 1,784	\$ 1,038	\$ 930	\$ 1,500	\$ 1,500	\$ 1,500
1553	730	Transition Prog.	Equipment	\$ 579	\$ -	\$ -	\$ -	\$ -	\$ -
1553	732	Transition Prog.	School Vehicles	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		Total Secondary Education Expenses		\$ 7,227,705	\$ 7,589,448	\$ 8,126,301	\$ 8,237,155	\$ 8,681,218	
1570	102	Medicaid	Teachers Salary	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1570	112	Medicaid	Secretary Salary	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1570	210	Medicaid	Health Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1570	211	Medicaid	LTD Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1570	212	Medicaid	Dental Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1570	220	Medicaid	Fica Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

City of Saco, Maine
Education Department Narrative, Continued

ORG NUMBER	ORG OBJECT	ORG FULL DESCRIPTION	ACCOUNT FULL DESCRIPTION	2003 School Actual	2004 School Actual	2005 School Actual	2005 School Budget	2006 School Budget	2007 School Budget
1570	221	Medicaid	Medicare Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1570	240	Medicaid	Unemployment Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1570	290	Medicaid	Other Emp. Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1572	330	Medicaid	Professional Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1572	610	Medicaid	General Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1572	810	Medicaid	School - Dues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		Total Medicaid Expenses		\$ -	\$ -			\$ -	\$ -
1582	430	Adult Education	Repairs & Maint.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1582	530	Adult Education	Communciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1582	921	Adult Education	Local Funds Transfer	\$ 64,680	\$ 67,680	\$ 70,680	\$ 70,680	\$ 70,680	\$ 74,680
1582	926	Adult Education	State Funds Transfer	\$ 28,006	\$ 29,067	\$ 32,359	\$ 32,359	\$ 32,359	\$ 30,000
		Total Adult Education Expenses		\$ 92,686	\$ 96,747	\$ 103,039	\$ 103,039	\$ 103,039	\$ 104,680
1660	250	School Lunch Prog.	Worker's Comp.	\$ -	\$ -	\$ 11,429	\$ -	\$ -	\$ -
		Total School Lunch Program		\$ -	\$ -	\$ 11,429	\$ -	\$ -	\$ -
			TOTAL EXPENSE	\$ 20,677,161	\$ 21,438,557	\$ 22,929,539	\$ 23,000,212	\$ 23,000,212	\$ 24,394,998

DEBT SERVICE

City of Saco, Maine Debt Service Narrative

The fiscal year 2007 budget recommends debt service expenditures of \$1,338,276 that is 2.99 percent of budget expenditures and includes debt service, bonds and leases. The City's total current debt obligation on June 30, 2006 was \$21,416,305, which includes outstanding principle of \$17,239,733 and interest of \$4,176,572.

DEBT SERVICE

The City of Saco authorized general obligation issues that are summarized in this section. Additionally, the City uses lease-purchasing procedures to secure some equipment that has an expected useful life of five years or more and a purchase price of over \$50,000. Leases are listed and funded within the debt service department budget.

The City of Saco is conservative in its approach to entering into long-term debt through low interest bonds, and this position closely mirrors the attitude of Saco, Maine taxpayers. The City Finance Director routinely monitors interest rates to assess possible refinance options. The City has a history of refinancing debt to gain a more favorable interest rate when appropriate. Current interest rates on City bonds range from 2.00- 8.90 depending on due date. More importantly, the rates paid currently are favorable in comparison with those available through refinancing. Total debt carried by the City of Saco is listed in the attached schedule of long-term debt. Per the also attached debt margin calculation, the total debt outstanding is far from any allowable maximum, but the City is not interested in any more debt than absolutely necessary.

1988 Sewer Bond Issue

The 1988 bond is a twenty-year bond, bearing interest rates from 5.70% to 7.70%, due in annual installments of \$115,000 plus interest through October 25, 2008. The money from this bond issue of \$2,300,000 was used for sewer projects throughout the City. The principal and interest payments on this bond issue are not reflected within the City's General Fund but rather within the Waste Water Treatment Plant Enterprise Fund.

1989 Capital Improvement Bond Issue

The 1989 bond is a twenty-year bond, bearing interest rates from 7.25% to 7.30%, due in annual installments of \$155,000 plus interest through October 25, 2009. The money from this bond issue of \$3,100,000 was used for various city-wide capital improvements.

1996 Sewer Bond Issue

The 1996 bond is a twenty-year bond, bearing an interest rate of 5.55%, due in annual installments of \$290,000 plus interest through October 1, 2016. The money from this bond issue of \$5,800,000 was used for a sewer projects on Route One in Saco, Maine. Only 50% of the principal and interest payments on this bond issue are reflected within the City's General Fund with the remaining amounts within the

City of Saco, Maine

Debt Service Narrative, Continued

1990 School Construction Bond Issue

The 1990 bond issue is a twenty-year bond, bearing interest rates from 7.40% to 7.50%, due in annual installments of \$235,000 plus interest through September 1, 2010. The money from this bond issue of \$4,700,000 was used for construction at the C.K. Burns School.

1996 Police Bond Issue

The 1996 bond issue is a twenty-year bond, bearing an interest rate of 5.60%, due in annual installments of \$100,000 plus interest through October 1, 2016. The money from this bond issue of \$2,000,000 was used to construct a new police station.

2002 School Renovation Bond Issue

The 2002 bond issue is broken out into 2 parts; (1) a twenty-year bond, bearing interest rates from 3.25% to 5.0%, due in annual installments of \$300,000 through 2010 and \$295,000 for the remainder of the issue plus interest through 2022. The money from this bond issue of \$5,940,000 was used to renovate the various school buildings within the City of Saco. (2) a ten-year bond, bearing no interest, due in annual installments of \$115,979 through 2012. The money from this bond issue of \$1,159,789 was secured through the State Revolving Loan Fund.

2002 Refunding Bond Issue

The 2002 bond issue was a refunding of the 1994 Sewer Bond Issue. The 2002 bond issue is a thirteen-year bond, bearing an interest rate from 2.0% to 4.5% due in annual installments of \$185,000 to \$150,000 plus interest through October 14, 2014. Only 50% of the principal and interest payments on this bond issue are reflected within the City's General Fund with the remaining amounts within the Waste Water Treatment Plant Enterprise Fund.

2003 Refunding Bond Issue

The 2003 bond issue was a refunding of the 1998 Landfill Closure Bond Issue. The 2003 bond issue is a sixteen-year bond, bearing an interest rate of 3.85%, due in annual installments of \$48,054.54 plus interest through October 1, 2018.

2006 Open Space Bond Issue

The 2006 bond issue is a twenty-year bond, bearing an interest rate from 4.0% to 4.5%, due in annual installments of \$75,000 through January 1, 2026. The money from this bond issue of \$1,500,000 was used to purchase large parcels of land within the City to preserve open space.

City of Saco, Maine

Debt Service Narrative, Continued

BONDED DEBT – CURRENT LEVELS VS. LEGAL LIMITS

The City of Saco, Maine uses general obligation bond debt as a tool to finance capital facilities and projects with relatively long useful lives and relatively large costs. Fortunately, the City only occasionally requires the use of bonded debt. The objective in managing debt is to secure debt at the best rates available while ensuring a level payment over time, which produces a high degree of security when preparing future budgets. For the year beginning July 1, 2007, the City has a total of \$17,239,733 of general debt obligation. The City has a good bond rating of (AA-) which reduces the cost of borrowing for the City when it has to use bonded debt to finance its obligations. The City is committed to maintaining its good bond rating and has received 2 rating increases within the last 3 years.

There is a provision within State of Maine law limiting the amount of debt a municipality can assume. The restriction municipalities face is to maintain debt at a ratio of 15% of the State Valuation, \$1,805,400,000, which is \$270,810,000. The City is using 6.37% of it's available statutory debt margin limitation. It is appropriate to conclude that the City has a manageable amount of debt that is carefully maintained.

THE OPERATIONAL IMPACT OF DEBT

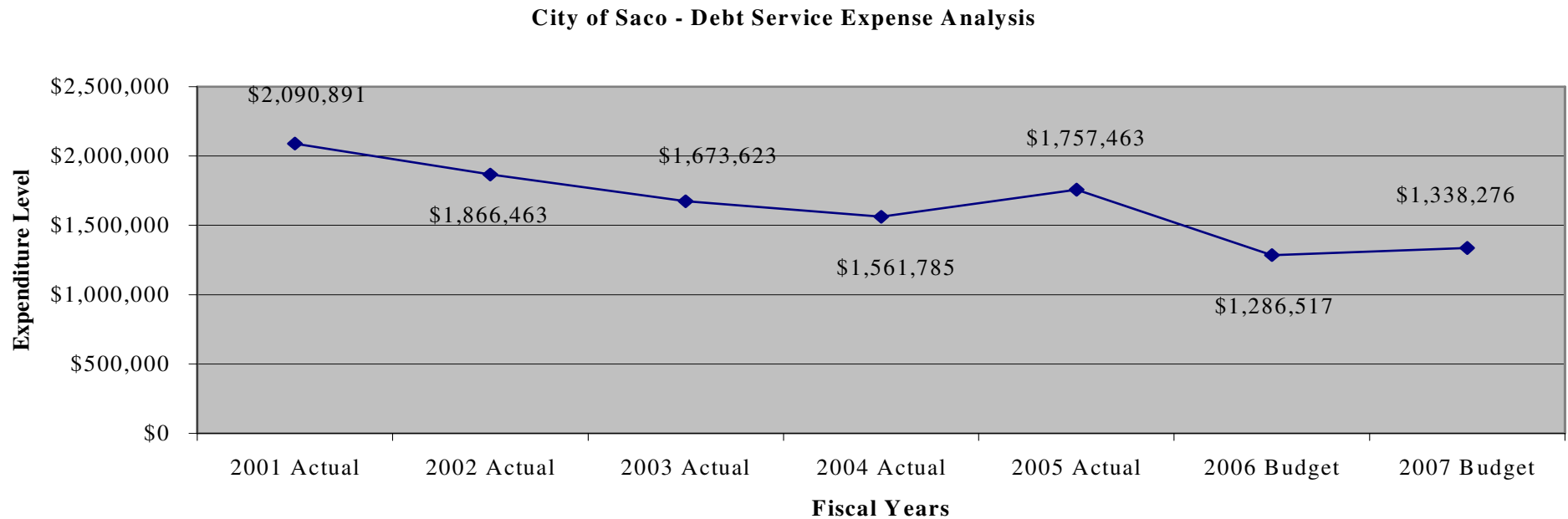
Debt commitments consume 2.99% of the City fiscal year 2007 budget but are scheduled into the regular pattern of City expenditures. Debt offerings were structured to make repayments manageable and predictable. No additional staff, new service activities, or operational components will be required as a result of the bonded debt in this budget. Sizable capital projects are also listed in the CIP for planning and informational purposes but no plans have been offered to undertake these projects in the near-term and funding options have not yet been considered with their impacts on future bonded debt levels.

DEBT TO MATURITY

The following chart displays the debt to maturity schedule for the City of Saco, both in terms of principal and interest payments due for the terms remaining on each outstanding debt issue.

City of Saco, Maine
Debt Service Narrative, Continued

<u>DEBT SERVICE</u>		2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2007 Budget
500826DEBT -PRINCIPAL	\$	1,247,000	\$ 1,135,000	\$ 952,520	\$ 1,091,066	\$ 1,086,066	\$ 736,066	\$ 748,566
500827DEBT -INTEREST	\$	682,046	\$ 614,938	\$ 483,924	\$ 273,855	\$ 363,325	\$ 214,924	\$ 249,669
500828DEBT -AGENT FEES	\$	26,278	\$ 31,512	\$ 24,545	\$ 22,423	\$ 20,640	\$ 9,729	\$ 6,108
500829LEASE PAYMENTS	\$	135,567	\$ 85,013	\$ 12,634	\$ 174,441	\$ 287,432	\$ 325,798	\$ 333,933
Subtotal Debt Service:\$		2,090,891	\$ 1,866,463	\$ 1,673,623	\$ 1,561,785	\$ 1,757,463	\$ 1,286,517	\$ 1,338,276



City of Saco, Maine
Debt Service Narrative, Continued

Combined Debt to Maturity Schedule as of June 30, 2006

Combined Debt to Maturity Schedule
As of June 30, 2006

Fiscal Year	1988 Sewer Project	1989 Capital Improv.	1990 School Constr.	1996 Police Station	1996 Route 1 Sewer	2002 Refunding Bond	2002 School Renov.	2002 School Renov. (no int)	2003 Refunding Bond	2006 Open Space
Principal	100% sewer				50% sewer	50% sewer				
2007	\$ 115,000	\$ 155,000	\$ 235,000	\$ 100,000	\$ 290,000	\$ 175,000	\$ 300,000	\$ 115,979	\$ 186,066	\$ 75,000
2008	\$ 115,000	\$ 155,000	\$ 235,000	\$ 100,000	\$ 290,000	\$ 170,000	\$ 300,000	\$ 115,979	\$ 186,066	\$ 75,000
2009	\$ 115,000	\$ 155,000	\$ 235,000	\$ 100,000	\$ 290,000	\$ 170,000	\$ 300,000	\$ 115,979	\$ 186,066	\$ 75,000
2010		\$ 155,000	\$ 235,000	\$ 100,000	\$ 290,000	\$ 165,000	\$ 300,000	\$ 115,979	\$ 186,066	\$ 75,000
2011			\$ 235,000	\$ 100,000	\$ 290,000	\$ 160,000	\$ 295,000	\$ 115,979	\$ 186,066	\$ 75,000
2012				\$ 100,000	\$ 290,000	\$ 160,000	\$ 295,000	\$ 115,979	\$ 186,066	\$ 75,000
2013				\$ 100,000	\$ 290,000	\$ 155,000	\$ 295,000		\$ 186,066	\$ 75,000
2014				\$ 100,000	\$ 290,000	\$ 150,000	\$ 295,000		\$ 186,066	\$ 75,000
2015				\$ 100,000	\$ 290,000	\$ 150,000	\$ 295,000		\$ 186,066	\$ 75,000
2016				\$ 100,000	\$ 290,000		\$ 295,000		\$ 186,066	\$ 75,000
2017				\$ 100,000	\$ 290,000		\$ 295,000		\$ 186,066	\$ 75,000
2018							\$ 295,000		\$ 186,066	\$ 75,000
2019							\$ 295,000		\$ 186,066	\$ 75,000
2020							\$ 295,000			\$ 75,000
2021							\$ 295,000			\$ 75,000
2022							\$ 295,000			\$ 75,000
2023										\$ 75,000
2024										\$ 75,000

City of Saco, Maine
Debt Service Narrative, Continued

Combined Debt to Maturity Schedule as of June 30, 2006

City of Saco, Maine
Combined Debt to Maturity Schedule
As of June 30, 2006

Fiscal Year	1988 Sewer Project	1989 Capital Improv.	1990 School Constr.	1996 Police Station	1996 Route 1 Sewer	2002 Refunding Bond	2002 School Renov.	2003 Refunding Bond	2006 Open Space
Interest	100% sewer				50% sewer	50% sewer			
2007	\$ 21,965.00	\$ 39,486.25	\$ 78,725.00	\$ 56,725.00	\$ 86,018.26	\$ 50,343.75	\$ 217,787.50	\$ 23,120.25	\$ 62,156.26
2008	\$ 13,225.00	\$ 28,248.75	\$ 61,335.00	\$ 51,525.00	\$ 77,826.05	\$ 45,387.50	\$ 205,787.50	\$ 21,270.63	\$ 59,156.26
2009	\$ 4,427.50	\$ 16,972.50	\$ 43,945.00	\$ 46,325.00	\$ 69,733.83	\$ 40,075.00	\$ 193,787.50	\$ 19,421.01	\$ 56,156.26
2010		\$ 5,657.50	\$ 26,437.50	\$ 41,100.00	\$ 61,441.61	\$ 34,425.00	\$ 181,487.50	\$ 17,571.39	\$ 53,156.26
2011			\$ 8,812.50	\$ 35,787.50	\$ 53,249.40	\$ 28,537.50	\$ 168,887.50	\$ 15,721.77	\$ 50,156.26
2012				\$ 30,400.00	\$ 45,057.19	\$ 22,337.50	\$ 156,202.50	\$ 13,872.15	\$ 47,156.26
2013				\$ 24,975.00	\$ 36,864.97	\$ 16,037.50	\$ 143,222.50	\$ 12,022.53	\$ 44,156.26
2014				\$ 19,500.00	\$ 28,672.75	\$ 9,843.75	\$ 129,947.50	\$ 10,172.91	\$ 41,156.26
2015				\$ 13,975.00	\$ 20,480.54	\$ 3,375.00	\$ 116,377.50	\$ 8,323.29	\$ 38,156.26
2016				\$ 8,400.00	\$ 12,288.33		\$ 102,512.50	\$ 6,473.67	\$ 35,156.26
2017				\$ 2,800.00	\$ 4,096.11		\$ 88,500.00	\$ 4,624.05	\$ 32,156.26
2018							\$ 73,750.00	\$ 2,774.43	\$ 29,156.26
2019							\$ 59,000.00	\$ 924.81	\$ 26,156.26
2020							\$ 44,250.00		\$ 23,156.26
2021							\$ 29,500.00		\$ 19,968.76
2022							\$ 14,750.00		\$ 16,781.26
2023									\$ 13,500.00

City of Saco, Maine
Debt Service Narrative, Continued

Combined Debt to Maturity Schedule as of June 30, 2006

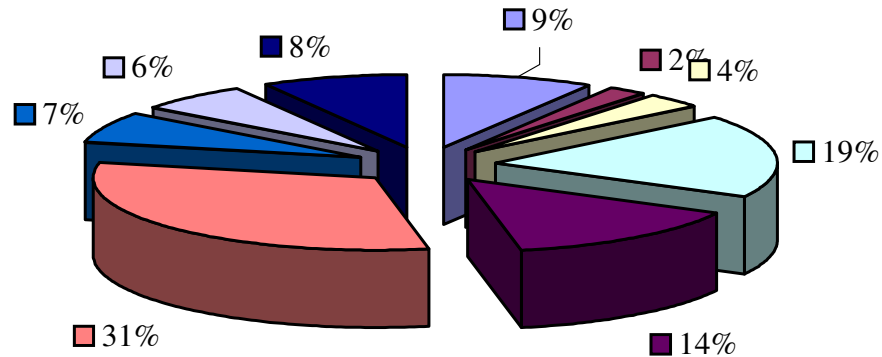
City of Saco, Maine
 Combined Debt to Maturity Schedule
 As of June 30, 2006

Fiscal Year	1996 Route 1 Sewer	2002 Refunding Bond	2002 School Renov.	2003 Refunding Bond	Total Agent Fees
Agent fees	50% sewer	50% sewer			
2007	\$ 5,640	\$ 300	\$ 500	\$ 3,138	\$ 9,578
2008	\$ 5,517	\$ 300	\$ 500	\$ 3,110	\$ 9,427
2009	\$ 5,395	\$ 300	\$ 500	\$ 3,082	\$ 9,277
2010	\$ 5,272	\$ 300	\$ 500	\$ 3,055	\$ 9,126
2011	\$ 5,149	\$ 300	\$ 500	\$ 3,027	\$ 8,976
2012	\$ 5,026	\$ 300	\$ 500	\$ 2,999	\$ 8,825
2013	\$ 4,903	\$ 300		\$ 2,971	\$ 8,174
2014	\$ 4,780	\$ 300		\$ 2,944	\$ 8,024
2015	\$ 4,657	\$ 300		\$ 2,916	\$ 7,873
2016	\$ 4,534			\$ 2,888	\$ 7,422
2017	\$ 4,411			\$ 2,860	\$ 7,272
2018				\$ 2,833	\$ 2,833
2019				\$ 2,805	\$ 2,805
2020					
2021					
2022					
2023					

The graph on the next page displays the breakdown of bond issues and their respective percentage to the total outstanding debt balance of the city.

City of Saco, Maine **Debt Service Narrative, Continued**

Debt Service Allocation



2006 Open Space	1988 Sewer Project	1989 Capital Improv.
1996 Sewer Project	2003 Refunding Bonds	2002 School Renov.
1990 School Const.	1996 Police Station	2002 Refunding Bonds

	Balance	% Of
	Outstanding	Total
2006 Open Space	\$ 1,500,000	8.70%
1988 Sewer Project	\$ 345,000	2.00%
1989 Capital Improv.	\$ 620,000	3.60%
1996 Sewer Project	\$ 3,190,000	18.50%
2003 Refunding Bonds	\$ 2,418,859	14.03%
2002 School Renov.	\$ 5,435,874	31.53%
1990 School Const.	\$ 1,175,000	6.82%
1996 Police Station	\$ 1,100,000	6.38%
2002 Refunding Bonds	\$ 1,455,000	8.44%
	\$ 17,239,733	100.00%

CAPITAL IMPROVEMENT PROJECTS

City of Saco, Maine Capital Improvement Projects

CIP Integrates Future Needs

The Capital Improvement Program (CIP) was instituted in 1999 as both a managerial tool and a financial vehicle. The focus of the City of Saco's active CIP is to dampen the impact of large capital expenditure on the City budget. The CIP process identifies and prioritizes all known capital needs for the next five years and proposes funding for the coming year. Current year projects are segregated by department and classified separately under the Capital Construction department. The goal of the CIP in relation to the budget is to use priority planning to identify upcoming projects and prevent having an unexpected critical need. The measure of goal attainment comes each year as the budget is assembled and capital needs are known.

The CIP dampens the Financial Impact of Capital Needs on the Current Budget

Even in the short time the CIP has been in place, it has helped in budgeting by providing better understanding of citywide needs and flexibility in accomplishing needed capital projects. The CIP is much more than just a budgetary segment because it gives management a better understanding of coming needs. Once the five year plan is adopted, the CIP assists the City in reserving current funds to pay for future needs.

Operational Impact of the CIP

The fiscal year 2007 CIP will have a mixed impact on the operational budgets of City departments. The department most strongly impacted by the CIP is the Public Works Department, because the bulk of CIP implementation lies with that department. Other CIP impacts improve operational efficiency through cost savings issues.

Project savings are considered on each CIP and made known, if available. The nature of projects undertaken by the City, limit their potential savings because savings typically do not occur for several years, so it is difficult to recommend reducing a line item in Operations and Maintenance because of spending on capital.

City of Saco, Maine

Capital Improvement Projects, Continued

The Public Works Department will be directly responsible for the majority of the capital projects in this budget year. The department is prepared to meet the demands placed on them by the various CIP projects and will rely on careful scheduling to accomplish the varied assignments during 2007 in support of City operations and goals. The actual dollar impact of the CIP on operational items is minimal because each project contains resources for its implementation, and projects are scheduled to be completed using staff time funded through departmental budgets.

The narrative section following describes if and to what extent each capital improvement will impact the city's current and future operating budget. The focus is on reasonably quantifiable additional costs and savings (direct or indirect) or other service impacts that result from capital spending.

Fiscal Year 2007 Budgeted Capital Improvement Projects

Per the recently revised Capital Improvement Program Policy, this section is meant to describe if and to what extent each capital improvement will impact the city's current and future operating budget. The focus is on reasonably quantifiable additional costs and savings (direct or indirect) or other service impacts that result from capital spending. If there are not or nominal impacts, this will be stated within this section.

Street Overlay/Road Reconstruction- The current year budgets \$340,000 for street overlay and road reconstruction type projects. This amount and more will be a needed future budget appropriation as well. The city implemented the Modified Approach of Governmental Accounting Standards Board statement No. 34 which will necessitate the city to maintain its infrastructure assets, including roads, at acceptable levels and to perform condition assessments every three years to assure that these levels are being maintained. This budget allows for this type of maintenance to assure acceptable condition levels. The savings to be incurred by the city is direct in nature. By maintaining roads at acceptable levels, we are preserving the value and hence avoiding future major reconstruction costs once major deterioration takes over. See page 243 where the pavement conditions of the roads within the city are measured.

Storm Drain Projects- The current year budgets \$30,000 for storm drain maintenance type projects. This amount will be a needed future budget appropriation as well. As mentioned above, with the implementation of GASB Statement No. 34 necessitates the city to maintain its infrastructure assets, including storm drains, at acceptable levels and to perform condition assessments every three years to assure that these levels are being maintained. This budget allows for this type of maintenance to assure acceptable condition levels. The savings to be incurred by the city is direct in nature. By maintaining storm drains at acceptable levels, we are preserving the value and hence avoiding future major reconstruction costs once major deterioration takes over.

Appraisal Conversion/Data Verification- The current year budgets \$55,000 to complete the assessor's verification and conversion of all appraised city tax values to a new software system. Once this project is completed, it will not be a necessary appropriation in future budgets. The savings to the city will be in additional property tax revenues that will be generated from updated and corrected valuations.

Traffic light preemption- The current year budgets \$20,000 in order to install preemption technology to an additional congested intersection within the city. This is an appropriation that will occur again in future budgets until all the major intersections have been equipped. The savings to the city can not be measured in dollars, but rather in lives saved as the emergency vehicles will be able to proceed to the scenes in a much faster manner.

City of Saco, Maine

Capital Improvement Projects, Continued

Industrial Park Rail Road- The current year budgets \$15,000 for various necessary capital type expenditures that occur for the railroad which passes through the city's Industrial Park. The businesses located within this park rely heavily on this form of transportation so it is important that the city have funding to be able to attend to repairs as they arise unexpectedly. This expenditure will be needed in future budget appropriations as well. The savings to the city is indirect in nature as having the railroad not accessible makes the Industrial Park less attractive for new business and may make the existing businesses want to relocate elsewhere. This could prove to be a detriment to the city's vast growing property tax base, hindering the ability to collect property taxes on these properties.

Microfilming project- The current year budgets \$14,000 to continue the process of archiving historical city records through the microfilming process in order to preserve them for future years. This appropriation can be expected in one more budget in order to complete the 5-year project. There is no real true savings to the city. However, it will be preserving the integrity of the city's history through its important records.

Ford Ambulance- The current year budgets \$130,000 to allow for the purchase of an ambulance. On the revenue side of the budget, the transfer from Special Revenue Funds (Ambulance Fund) has also been increased by this same amount as the fund covers these type of capital expenditures through the fees it collects from providing emergency medical services. This expenditure occurs once every five years and really has no impact on the general fund as the revenues are increased by the same amount through the transfer. Having a second functional ambulance allows for the generation of additional revenues to the ambulance fund of approximately \$35,000 annually.

City-wide aerial photograph- The current year budgets \$20,000 to have an updated aerial photograph of the city done in order to update for new subdivisions and development within the city that was not picked up in the last aerial photograph which was completed over 5 years ago. This appropriation will not occur annually in future budgets but rather periodically when there has been substantial new development within the City. There is no direct dollar savings other than efficiencies that the Geographical Information System (GIS) creates in doing city business for the city staff. It will also allow city government to make readily available this updated GIS information via the city's web site which currently displays GIS information by parcel within the city.

Conservation projects- The current year budgets \$300,000 to have available as conservation improvement projects are identified during the year. The city is currently undergoing a conservation audit and recommendations will be made through this process. The savings is currently not able to be identified as the City does not know which projects will be pursued but as they are identified, the savings will be better quantifiable.

Various equipment (2 1 ton trucks, pick up truck, trackless attachments)- The current year budgets \$151,515 for the purchase of these vehicle and equipment items. This specific appropriation will not occur in the future. The cost savings is in the maintenance of the older equipment that this new equipment will be replacing. See page 244 where this average maintenance cost is tracked on an annual basis.

City software license update- The current year budgets \$66,250 in order to assure that all the software the city is currently running is licensed appropriately. This appropriation will not occur in the future and poses no cost savings other than assuring that no fines can be assessed against the city for improper licensing.

City of Saco, Maine
Capital Improvement Projects, Continued

	2001	2002	2003	2004	2005	2006
<u>CAPITAL IMPROVEMENT PROJECTS</u>	Actual	Actual	Actual	Actual	Actual	Budget
SIDEWALK IMPROVEMENTS	\$ 30,538	\$ 60,359	\$ 19,994	\$ 26,404	\$ 14,901	\$ -
STREET OVERLAY/RECONSTRUCTION	\$ 537,892	\$ 588,490	\$ 475,206	\$ 459,526	\$ 300,542	\$ 273,202
SEWER SEPERATION/ST RECON	\$ -	\$ 35,404	\$ 39,407	\$ 78,295	\$ -	\$ -
STORM DRAIN PROJECTS	\$ -	\$ 19,412	\$ 66,172	\$ 110,216	\$ 7,765	\$ 35,000
CAMP ELLIS RECONSTRUCTION/CAP.	\$ -	\$ 250	\$ 9,840	\$ 500	\$ -	\$ -
GRANT MATCH	\$ 23,000	\$ 23,000	\$ 41,469	\$ 28,616	\$ 24,952	\$ -
PARK IMPROVEMENTS	\$ 10,100		\$ 67,184	\$ 5,334	\$ 3,412	\$ -
INDUST PK RR	\$ -	\$ -	\$ 33,528	\$ 1,567	\$ 7,521	\$ 15,000
CSO MASTER PLAN	\$ 150,000	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -
INFRASTRUCTURE STUDY-GASB 34	\$ -	\$ -	\$ 14,769	\$ -	\$ -	\$ -
City Hall Window treatments	\$ 6,756	\$ -	\$ -	\$ -	\$ -	\$ -
City Hall Wide area network	\$ 11,941	\$ 14,161	\$ 49,834	\$ -	\$ 110	\$ -
Mobile radios	\$ 30,165	\$ 19,199	\$ -	\$ -	\$ -	\$ -
Radar units	\$ 12,930	\$ 1,470	\$ -	\$ -	\$ -	\$ -
Police-computers	\$ -	\$ 19,700	\$ 134,605	\$ -	\$ -	\$ -
Amtrak Station	\$ 650	\$ 17,567	\$ -	\$ -	\$ 1,497	\$ -
Ind.Park land purchase	\$ 22,466	\$ -	\$ -	\$ -	\$ -	\$ -
Fire-Ford Explorer	\$ 26,000	\$ -	\$ -	\$ -	\$ -	\$ -
Ladder repair	\$ 9,500	\$ 19,050	\$ -	\$ -	\$ -	\$ -
Ford F-350 Ambulance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fire-pumper truck	\$ 208,000	\$ -	\$ -	\$ -	\$ -	\$ -
Open Door repairs	\$ -	\$ 10,000	\$ 11,889	\$ 25,140	\$ 21,916	\$ -
Parks & Rec - 1 ton truck	\$ -	\$ -	\$ 24,807	\$ -	\$ -	\$ -
Police Dept. pump station	\$ -	\$ -	\$ -	\$ -	\$ 37,813	\$ -
Rec-Kubota tractor	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ -
P/W- C-10 pick up truck	\$ -	\$ 40,667	\$ -	\$ -	\$ -	\$ -
P/W- dump truck w/ plow tandem axle	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -
P/W- dump truck w/ plow single axle	\$ 75,572	\$ -	\$ -	\$ -	\$ -	\$ -
P/W- dump truck w/ plow	\$ 79,345	\$ -	\$ -	\$ -	\$ -	\$ -

City of Saco, Maine
Capital Improvement Projects, Continued

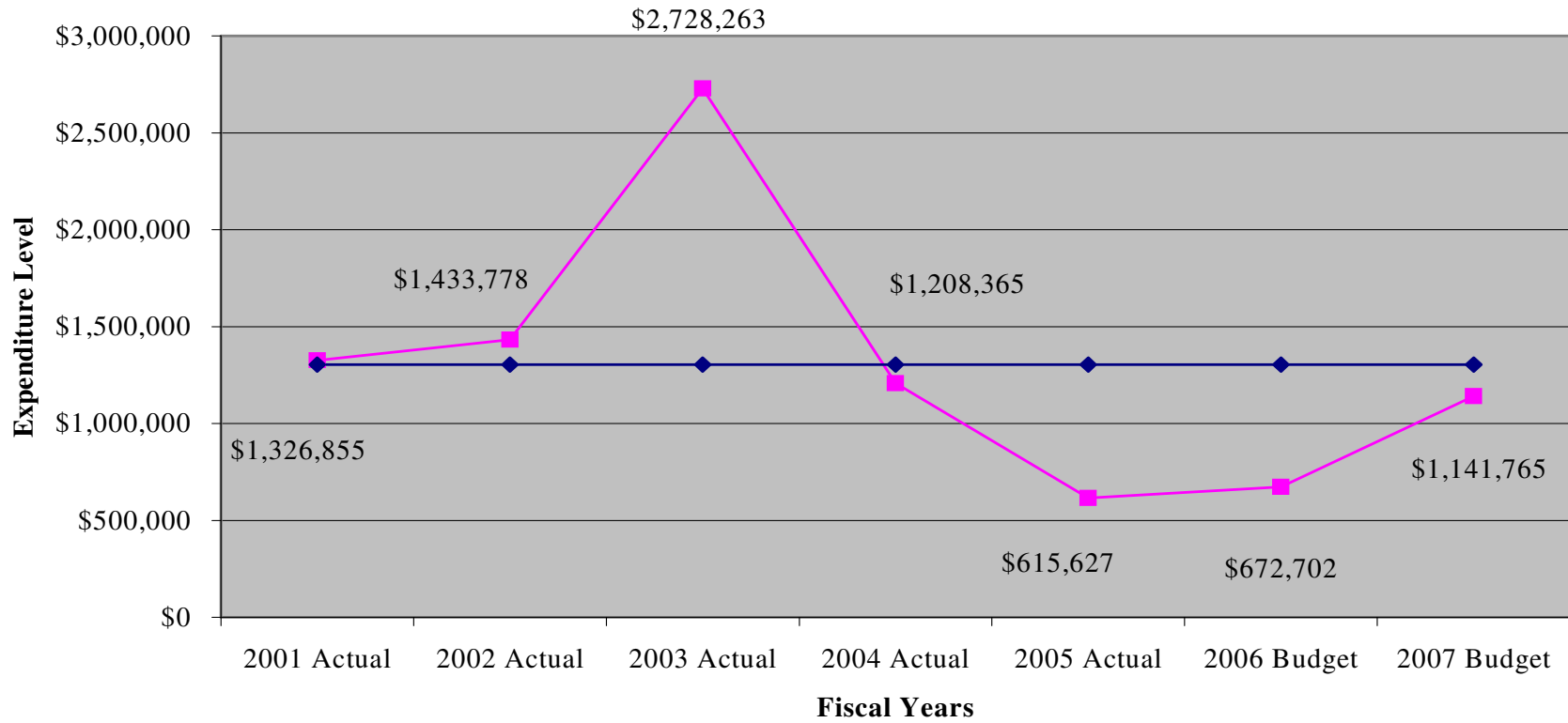
	2001	2002	2003	2004	2005	2006	2007
<u>CAPITAL IMPROVEMENT PROJECTS</u>	Actual	Actual	Actual	Actual	Actual	Budget	Budget
P/W - air compressor	\$ -	\$ 12,205	\$ -	\$ -	\$ -	\$ -	\$ -
P/W- sander	\$ -	\$ -	\$ 127,416	\$ -	\$ -	\$ -	\$ -
EPA Audit findings	\$ -	\$ -	\$ 43,205	\$ -	\$ -	\$ -	\$ -
GIS development/ AERIAL PHOTO	\$ -	\$ 32,760	\$ 70,350	\$ -	\$ -	\$ -	\$ -
CITY SIGNAGE	\$ -	\$ -	\$ -	\$ 368	\$ -	\$ -	\$ -
Appraisal/GIS Conversion / Data Verification	\$ -	\$ 20,295	\$ 66,239	\$ 27,472	\$ 23,213	\$ 15,000	\$ -
Microfilming - multi year plan	\$ -	\$ -	\$ -	\$ 14,000	\$ 22,478	\$ 14,000	\$ -
Saco 67 Business park	\$ -	\$ 2,011		\$ 13,244	\$ -	\$ -	\$ -
Central Station repairs-includes boiler	\$ -	\$ -	\$ 26,076	\$ -	\$ -	\$ -	\$ -
North Saco Fire Station	\$ -	\$ -	\$ 15,652	\$ 64,933	\$ 2,596	\$ -	\$ -
Jaws of life	\$ -	\$ 23,976	\$ -	\$ -	\$ -	\$ -	\$ -
Bucket truck	\$ -	\$ 65,694	\$ -	\$ -	\$ -	\$ -	\$ -
P&R- pick up truck	\$ -	\$ 12,075	\$ 3,793	\$ -	\$ -	\$ -	\$ -
Community Center repairs	\$ -	\$ -	\$ 37,000	\$ -	\$ -	\$ -	\$ -
Turfcat Mower/ 12' Front deck mower	\$ -	\$ 17,860	\$ -	\$ -	\$ -	\$ -	\$ -
Young School Playstructures	\$ -	\$ 23,939	\$ -	\$ -	\$ -	\$ -	\$ -
Athletic fields at landfill (Rec & Open Space Impact fees)	\$ -	\$ -	\$ -	\$ 4,190	\$ 79,649	\$ -	\$ -
P/W- vehicle	\$ -	\$ 24,950	\$ -	\$ -	\$ -	\$ -	\$ -
P/W- sander	\$ -	\$ 24,512	\$ -	\$ -	\$ -	\$ -	\$ -
P/W- snowblower	\$ -	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -
P/W- North Street addition	\$ -	\$ 45,860	\$ -	\$ -	\$ -	\$ -	\$ -
P/W- North Street floor	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -
LED's Traffic signals	\$ -	\$ 11,475	\$ 6,316	\$ -	\$ -	\$ -	\$ -
Pepperell & Main-traffic signals-MDOT	\$ -	\$ -	\$ -	\$ 9,648	\$ 26,484	\$ -	\$ -
Main & Beach (North)-traffic signals-MDOT	\$ -	\$ -	\$ 3,983	\$ 11,326	\$ 10,308	\$ -	\$ -
Elm & Thornton (Scammon/Temple)-traffic	\$ -	\$ -	\$ 14,221	\$ 7,498	\$ 7,975	\$ -	\$ -
Spring & North- traffic signals-MDOT	\$ -	\$ -	\$ 7,792	\$ 2,873	\$ -	\$ -	\$ -
Stackpole Creek Bridge	\$ -	\$ 42,437	\$ 9,285	\$ -	\$ 1,254	\$ 304,000	\$ -
Superintendent's Office Space Purch & Improv	\$ -	\$ -	\$ 298,109	\$ 27,857	\$ -	\$ -	\$ -
MDOT Lap Project-Ocean Park Rd	\$ -	\$ -	\$ 29,047	\$ 54,977	\$ (28,986)	\$ -	\$ -
Aerial Ladder Truck	\$ -	\$ -	\$ 598,956	\$ -	\$ -	\$ -	\$ -

City of Saco, Maine
Capital Improvement Projects, Continued

	2001	2002	2003	2004	2005	2006	2007
<u>CAPITAL IMPROVEMENT PROJECTS</u>	Actual	Actual	Actual	Actual	Actual	Budget	Budget
Cab Replacement	\$ -	\$ -	\$ -	\$ 8,250	\$ -	\$ -	\$ -
Skid Steer/ Loader	\$ -	\$ -	\$ 32,002	\$ -	\$ -	\$ -	\$ -
scanning of documents	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,000
School access roads and parking lots	\$ -	\$ -	\$ -	\$ 14,902	\$ -	\$ -	\$ -
Redundancy server & remote access software	\$ -	\$ -			\$ 11,999	\$ -	\$ -
MUNIS Software	\$ -	\$ -	\$ 200,117	\$ 17,194	\$ 22,507	\$ -	\$ -
Shannon Lane Realignment	\$ -	\$ -	\$ -	\$ -	\$ 15,721		
Crime/Drug scene reconstruction equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,500	
Fire Department Radio Frequency	\$ -	\$ -	\$ -	\$ 21,835	\$ -	\$ -	\$ -
Fire Department Air Packs	\$ -	\$ -	\$ -	\$ 172,200	\$ -	\$ -	\$ -
Conservation projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public works - 1 ton truck	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public works - trackless attachments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parks & Rec- 1 ton truck w/ plow	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fire Dept - pick up truck	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
City software licenses update	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fire Dept - traffic light preemption	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal Capital Construction:	\$1,326,855	\$1,433,778	\$2,728,263	\$1,208,365	\$615,627	\$672,702	

City of Saco, Maine Capital Improvement Projects, Continued

City of Saco - Capital Improvements Expense Analysis



City of Saco, Maine Capital Improvement Program Overview

INTRODUCTION

The Capital Improvement Program (CIP) provides a basis for prioritizing and implementing the short and long range plans for city acquisitions and projects. The CIP is intended to be a planning document for the departments and a coordination and scheduling document for the entire city organization. It further assists in coordinating the schedule of large expenditures over a period of years both for better fund management and for cash management purposes.

The effectiveness of the CIP relies on the professional assessments made by practitioners employed by city departments. The completed city CIP schedule will be assembled from the assessments and priorities defined by departments on a combined priority matrix. Special consideration is given to projects, which should be combined for maximum efficiency. The City Administration Department will assemble and coordinate the final city CIP document that will be presented to the City Council.

The CIP is updated annually as a precursor to budget preparation, at which time individual project timing can be adjusted, new projects added, and outdated projects removed. It is important to note that even though funds reserved for capital improvements are dedicated and maintained separately from other City funds, the CIP forecasts are only informational and are based on current expectations and priorities, which are not binding. However, annual budget decisions are made as a result of the information assembled in the CIP process. The goal of the CIP is to create the most accurate view of future city needs so informed coordinated decisions can be made throughout the budget process. The City is never obligated to proceed with a project simply because it was approved as part of the CIP. If a project is no longer needed the City will realign reserved capital funds to reflect the most urgent capital needs each year.

BENEFIT EXPECTED FROM A CIP

A carefully planned and prepared Capital Improvement Program enables the City to realize a number of benefits.

City of Saco, Maine

Capital Improvement Program Overview, Continued

1. Major expenditures can be anticipated in advance rather than being overlooked until needs become critical.
2. Coordinating projects can reduce total costs through bulk discounts, competitive pricing, and project coordination.
3. City projects can be evaluated based on relative need and importance.
4. Projects can be timed to capitalize on sales in the marketplace.
5. Projects can be coordinated to capitalize on the best available funding options including grants and bonds.
6. By identifying capital needs prior to budget preparation all requests can be evaluated and prioritized, then adopted and integrated into the budget as a whole.

SUMMARY

As a planning and scheduling document, the CIP does not represent authorization to expend city resources. Rather, the CIP provides an index of proposed short and long range acquisitions. Each CIP project must then be funded as part of a regular budget process and authorized by a department head in the budget year the funds are allocated. CIP development requires thoughtful planning and program development to construct. Annual CIP development will become repetitive as each new year builds on the foundation of past projections.

The following pages detail the City of Saco Capital Improvement Plan Policy.

**City of Saco
And
Saco School Department**

**CAPITAL IMPROVEMENT PLAN POLICY
As adopted
November 15, 1999**

City of Saco, Maine

Capital Improvement Plan Policy

I. Purpose

The City of Saco, Maine, capital improvement program serves as a link between the following plans and their implementation: the Comprehensive Plan, School Facilities Plan, Combined Sewer Overflow Plan, Downtown Plan and Storm Water Management Plan, Beach Management Plan, Landfill Recreation and Reuse Plan as well as other plans as may be developed. It is one of the methods used in building a disaster resistant community. It helps to reconcile the timing of projects with the availability of financial, manpower and equipment resources. The Capital Improvement program also serves to enhance the City's credit ratings and helps reduce fluctuation in the tax rate and debt service requirement.

2. Introduction

- A. The Charter for the City of Saco, Article VI. Financial Procedures Section 6.05 Capital Program requires the City Administrator to prepare and submit to the city Council a five-year capital improvement program in March of each year. The Charter further provides that the Council will after hearing adopt a capital program on or before the first regular meeting in June. This policy furthers these charter requirements.
- B. The term "Capital Improvement" can be used to describe a project that is large in size, expensive and relatively permanent. It's meaning varies from one community to another as it may depend on the size of the community.
- C. A Capital Improvement plan is a schedule of improvements, listed in priority order, with cost estimates and a suggested method of financing them over a certain period of time.
- D. A Capital Outlay is one used to purchase or construct a new or expanded physical facility, such as a building, equipment or road construction, which has a useful life of 8 or more years and costs in excess of \$8,000. This definition does not include the repair and maintenance of building, equipment and roads.
- E. This plan will provide proper planning and financial direction for major investments that the community will have to make in the next few years. It will also distinguish expenses that are annual and those that are not.
- F. The Capital Improvement Program will determine the City's capital needs. The program's 5-year plan will allow for acquisition,
- G. development and/or improvement of the City's facilities. Projects included in the Capital Improvement program will be prioritized and the means for financing each shall be identified. The first year of the Plan shall be the capital budget

City of Saco, Maine
Capital Improvement Plan Policy, Continued

- A. subject to revision by the Council at the time of budget adoption. The Capital Improvement Program shall be revised and supplemented each year.

III. Administrative Framework

A. Capital Improvement Plan Process and Calendar

The first step in the review process calls for the department heads or the first line supervisors to review their plans for capital purchases and to prepare estimates for the cost involved. The estimates that are submitted to the City Administrator shall include:

1. A clear general summary of contents;
2. A list of all capital improvements which are proposed to be undertaken during the five fiscal years next ensuing, with appropriate supporting information as to the need for such improvements;
3. Cost estimates, method of financing and recommended time schedules for each improvement; and
4. The estimated annual cost of operating and maintaining the facilities to be constructed or acquired.

- B. The next step involves a review by the City Administrator of all department requests to assess the projects, or proposed capital expenditure items both technically and financially. At this time the project should be tentatively scheduled for funding. The Administrator must then prepare a Capital Improvement Plan for presentation to the City Councilors. The Administrator may want to recommend financing options at this time also.

- C. Next, the Councilors should hold a public hearing to obtain public input into their plan. Once the public input is obtained the Councilors should review the document and either send it back for additional work by the Administrator and department heads or adopt it as presented. Once the Plan has been approved it will serve as a guide for future budgets.

City of Saco, Maine

Capital Improvement Plan Policy, Continued

4. Capital Improvement Projects and Priorities

A. Capital Outlay

The repair and maintenance of a building, equipment and roads will not be included as capital outlays if the cost is less than \$8,000 and has a useful life less than 8 years.

B. Project Reviews and Priorities

After completing the inventory, the most difficult task is to prioritize each project. Saco has developed the following approach, as a guide in the prioritization for their capital improvement needs.

Purpose:

- A. Required item - ordered by higher authority.
- B. Service Improvement Expenditure - to provide better service.
- C. Cost reduction Project - decrease operating cost.
- D. Expansion items - create facilities and operations expenses for new services.
- E. Strategic investment - acquisition or improvement of land.
- F. Social Benefits
- G. Investment - done as investment to get money back

Priority:

- 1. Urgent - project cannot be reasonably postponed
- 2. Necessary - project which should be carried out within a few years.
- 3. Desirable - project needed for a proper expansion of a department program
- 4. Deferrable - project which would be needed for ideal operation

City of Saco, Maine

Capital Improvement Plan Policy, Continued

5. Financial Analysis and Goals

A. Debt versus Pay-As-You-Go

1. Capital Improvements can be financed in a variety of ways. Borrowing against future property taxes - through the issuance of general obligation bonds - to finance long term public improvements is widely practiced by municipalities. One reason for this is that future as well as today's taxpayers use Capital Improvements with long useful lives, and it therefore is appropriate to pay for the improvements over its useful life. Bonding evens out the tax impact over time and allows the municipality to obtain vital improvements more quickly than would a reserve fund strategy. As a rule, no Capital Improvement should be bonded beyond its useful life. The disadvantage of borrowing of course is that it builds in a fixed annual line item in the operating budget for payment of interest over the period of the bond. Because municipal bonds are tax-exempt, interest rates are usually favorable.
2. A more simple (although not always most appropriate) way to finance Capital Improvement would be the Pay-As-You-Go basis. This method requires the City to pay for improvements with current revenues primarily the local property tax, in the year the improvement is needed. This method avoids borrowing and does not burden the future taxpayers with interest. It does, however, have some disadvantages, one being that large scale projects may be so expensive that the tax rate may become excessively burdened during the period of implementation. Faced with either paying out of the current revenues or not doing a needed project, a City may sometimes choose not to do the project.
3. A combination of borrowing and Pay-As-You-Go basis may in some circumstances be the most appropriate way to finance an improvement.

B. Cost/Benefit Analysis

Upon prioritizing Capital Improvement projects, we analyze the specifications and cost along with the desirable needs. This gives us the information we need to distinguish what the benefits of the projects are, if in fact, there are any. If there are benefits, and they exceed the cost of the new project, then replacement or performance of the project should be considered at this time.

City of Saco, Maine

Capital Improvement Plan Policy, Continued

- C. Capital Budget and Replacement Schedules
 - 1. Fire Department: To replace equipment after 30 years of use;
 - 2. Equipment replacement:
 - a. Small 6-wheel patrol truck after 7 - 10 years use, depending upon overall condition and maintenance costs;
 - b. Large 10 wheel trucks after 7 - 10 years use, depending upon overall condition and maintenance costs;
 - c. Heavy equipment loader, grader, excavator, etc., after 20 years use or when maintenance costs get too extreme;
 - d. Dump bodies and plows are to be replaced after 20 years of use;
 - e. Pickups: to be replaced after 10 years of use;
 - f. Ambulances are replaced after 12 years of use.
 - g. Infrastructure: Preserve existing roads and sidewalks by continual improvements to balance normal deterioration.
 - h. Garage: continue to decrease energy requirements. More energies efficient overhead doors, more insulation and better use of hearing system.
 - i. Piers, wharfs and floats to be replaced as needed.
 - 3. Buildings:
 - a. Decrease energy requirements of buildings, and
 - b. Minimize functional and economic obsolesces of facilities
 - 4. Parks:
 - 5. New buildings
 - 6. Evaluate financing capital projects, estimated costs in excess of \$50,000 and give consideration to life of asset, its cost and its uniqueness.
- D. User fees: When a CIP benefits specific properties or users, these parties will be considered for assessment of a user fee. Such user fees currently are used for collection and treatment of wastewater. A facility that could generate user fees as a sole source of funding is the Transfer Station.
- E. Grant Funds: It is the policy of the City Council to encourage the City Administrator and Department Directors to seek grant funds for any and all capital needs. Acceptance of such funds requires City Council approval.
- F. Reserve Funds: A reserve fund is a savings account where funds are accumulated in advance over a period of years to finance a CIP. This method of funding has the advantage of spreading the cost over several years and reduces the impact on the tax rate.
- G. Impact Fees: New improvements or developments may be assessed impact fees for the cost of public improvements.

City of Saco, Maine
Capital Improvement Plan Policy, Continued

	A	B	C	D	E	F	G
2	Capital Improvement Plan- Fixed Asset Listing						
3	Totals by Department						
4	Asset Historical			<u>Projected Replacement Schedule</u>			
5	Department	Cost	2006	2007	2008	2009	2010
6							
7	Administration Dept. Total	\$ 2,701,000	\$ 22,000	\$ 380,250	\$ 14,000	\$ -	\$ -
8	Assessing Dept. Total	\$ 14,500	\$ 15,000	\$ 75,000	\$ 26,000	\$ 15,000	\$ 55,000
9	Code & Planning Total	\$ 14,100	\$ -	\$ -	\$ 22,000	\$ -	\$ -
10	Fire Dept. Total	\$ 3,928,540	\$ -	\$ 177,000	\$ 534,500	\$ 4,028,000	\$ 481,500
11	Parks & Rec. Total	\$ 981,147	\$ -	\$ 44,515	\$ 561,000	\$ 590,000	\$ 645,000
12	Police Dept. Total	\$ 3,274,200	\$ 8,500		\$ 12,000	\$ 12,000	\$ 27,500
13	Public Works Total	\$ 2,924,770	\$ 627,202	\$ 465,000	\$ 1,965,741	\$ 1,115,700	\$ 1,527,000
14	City Total	\$ 13,838,257	\$ 672,702	\$ 1,141,765	\$ 3,135,241	\$ 5,760,700	\$ 2,736,000
15							
18	<u>Projected Replacement Schedule, Continued</u>						
19	Department	2011	2012	2013	2014	2015	Beyond
20							
21	Administration Dept. Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,750,000
22	Assessing Dept. Total	\$ 15,000	\$ 15,000	\$ 55,000	\$ 15,000	\$ 15,000	\$ -
23	Code & Planning Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
24	Fire Dept. Total	\$ 7,500	\$ 107,500	\$ 207,500	\$ 7,500	\$ 17,000	\$ 6,306,000
25	Parks & Rec. Total	\$ 150,000	\$ 215,000	\$ 168,000	\$ 150,000	\$ 550,000	\$ 375,000
26	Police Dept. Total	\$ 12,000	\$ 200,000	\$ 12,000	\$ -	\$ 12,000	\$ 4,000,000
27	Public Works Total	\$ 934,000	\$ 782,000	\$ 537,000	\$ 562,000	\$ 674,000	\$ 1,327,000
28	City Total	\$ 1,118,500	\$ 1,319,500	\$ 979,500	\$ 734,500	\$ 1,268,000	\$ 16,758,000

These charts represent only those capital assets of the city and school that have a historical cost of greater than \$8,000. All other smaller valued assets have not been included as they would not be budgeted through the capital improvement section of the budget but rather through the operating section of the General Fund Budget. This is due to the fact that they do not meet the criteria established through city policy as a capital asset.

City of Saco, Maine

Capital Improvement Plan Policy, Continued

<u>Year</u> <u>Acquired</u>	<u>Department</u>	<u>Description</u>	<u>Historical</u> <u>Cost</u>	<u>Useful</u> <u>Life</u>	<u>Year</u> <u>Depreciated</u>	<u>2006</u>	<u>2007</u>	<u>Replacem.</u> <u>2008</u>
	<u>Department Total</u>							
	Administration	City Hall-Main and Cutts	\$ 2,297,000					
	Administration	Office Building (Annex)- Cutts	\$ 224,000					
	Administration	Technology Network connections						
	Administration	Redundancy server and remote access software						
	Administration	Microfilming				\$ 14,000	\$ 14,000	\$ 14,000
	Administration	Scanning of documents				\$ 8,000		
	Administration	City hall roof						
	Administration/Tech	voice & e-mail system						
	Administration/Tech	Software licenses update					\$ 66,250	
	Administration	Conservation Projects					\$ 300,000	
2003	Administration	MUNIS software	\$ 180,000	15	2018			
	Administration Total		<u>\$ 2,701,000</u>			<u>\$ 22,000</u>	<u>\$ 380,250</u>	<u>\$ 14,000</u>

<u>Year</u> <u>Acquired</u>	<u>Department</u>	<u>Description</u>	<u>Historical</u> <u>Cost</u>	<u>Useful</u> <u>Life</u>	<u>Year</u> <u>Depreciated</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
	<u>Department Total</u>		<u>\$ -</u>					
1996	Assessing	Ricoh Large Format Copier	\$ 10,000	7	2003			\$ 8,500
1997	Assessing	HP Jet 5 Printer	\$ 4,500	3	2000			\$ 2,500
	Assessing	Aerial photography of city					\$ 20,000	
2002	Assessing	Data update/commercial appraisal	Ongoing		2002	\$ 15,000	\$ 55,000	\$ 15,000
	Assessing Total		<u>\$ 14,500</u>			<u>\$ 15,000</u>	<u>\$ 75,000</u>	<u>\$ 26,000</u>

<u>Year</u> <u>Acquired</u>	<u>Department</u>	<u>Description</u>	<u>Historical</u> <u>Cost</u>	<u>Useful</u> <u>Life</u>	<u>Year</u> <u>Depreciated</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
	<u>Department Total</u>							
	Code & Planning	New inspection vehicle						
1999	Code & Planning	Cannon 600 Copier	\$ 14,100	5	2004		\$ -	\$ 22,000
	Code & Planning Total		<u>\$ 14,100</u>				<u>\$ -</u>	<u>\$ 22,000</u>

City of Saco, Maine

Capital Improvement Plan Policy, Continued

<u>Year</u> <u>Acquired</u>	<u>Department</u>	<u>Description</u>	<u>Historical</u> <u>Cost</u>	<u>Useful</u> <u>Life</u>	<u>Year</u> <u>Depreciated</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
1992	Fire Dept.-Service 2	Ford Explorer	\$ 17,000	5	1997	\$ 27,000		\$ -
1989	Fire Dept.-Service1	Ford F250	\$ 16,000	5	1994			\$ 30,000
1968	Fire Dept.-Engine5	International Tank Truck	\$ 9,490	20	1988			\$ 95,000
1985	Fire Dept.-Engine1	Mack Fire Truck	\$ 89,898	20	2005			\$ 250,000
1990	Fire Dept.-Engine2	Mack MS-300P Truck	\$ 113,210	20	2010			
1993	Fire Dept.-Engine6	Frht Center State	\$ 167,520	20	2013			
1996	Fire Dept.-Engine4	Ferrara Custom Pumper Fire Truck	\$ 174,450	20	2016			
1998	Fire Dept.-Rescue1	Ford Rescue E450	\$ 86,750	8	2006	\$ 130,000		
1999	Fire Dept.-Engine8	Farrara Pumper	\$ 208,000	20	2019			
1936	Fire Dept.	Central Station- Thornton Avenue	\$ 1,053,199	40	1976			\$ 100,000
1976	Fire Dept.	Sub Station- North Saco	\$ 81,020	40	2016			
1991	Fire Dept.	Camp Ellis Station	\$ 453,700	40	2031			
2004	Fire Dept.	8 computers	\$ 5,000	5	2009			
1997	Fire Dept.	20 Scott Air Packs w/ spares	\$ 80,000	15	2012			
2003	Fire Dept.	41 Scott Air Packs w/ spares	\$ 164,000	15	2018			
2000	Fire Dept.	SCBA Air System	\$ 16,810	10	2010			
1999	Fire Dept.	Avon rescue boat	\$ 4,275	15	2014			
2001	Fire Dept.	Honda boat motor	\$ 1,200	13	2014			
1987	Fire Dept.	code 3 tool -extrication	\$ 10,000	20	2007			\$ 30,000
various	Fire Dept.	72 Portable radios	\$ 13,600	5				\$ 7,500
2000	Fire Dept.	1 Life Pack 12	\$ 27,500	10	2010			
1993	Fire Dept.	1 Life Pack 10	\$ 85,000	10	2003			\$ 22,000
1999	Fire Dept.	4 Survivalinks	\$ 7,248	10	2009			
2000	Fire Dept.- Engine 7	Pumper truck	\$ 208,000	20	2020			
2000	Fire Dept.- Car 1	Ford Explorer	\$ 26,000	5	2005			
2001	Fire Dept.	Homatro jaws of life	\$ 23,976	15	2016			
2001	Fire Dept.- Bucket 1	Bucket truck	\$ 65,694	20	2021			
2004	Fire Dept.	Radio frequency	\$ 22,000					
2002	Fire Dept.- Rescue 2	E450 Rescue	\$ 100,000	8	2010			
	Fire Dept -	Traffic light preemption				\$ 20,000		
2003	Fire Dept.- Ladder 1	Ferrara Ladder Truck	\$ 598,000	20	2023			
	Fire Dept. Total		<u>\$ 3,928,540</u>			<u>\$ -</u>	<u>\$ 177,000</u>	<u>\$ 534,500</u>

City of Saco, Maine

<u>Year</u> <u>Acquired</u>	<u>Department</u>	<u>Description</u>	<u>Historical</u> <u>Cost</u>	<u>Useful</u> <u>Life</u>	<u>Year</u> <u>Depreciated</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
<u>Department Total</u>								
1988	Parks & Rec.	Chevrolet S-10	\$ 14,000	10	1998			\$ 20,000
1995	Parks & Rec.	GMC 1 Ton Dump Truck	\$ 26,000	10	2005		\$ 44,515	\$ -
1986	Parks & Rec.	Ford F250 4X4	\$ 25,000	10	1996			\$ 30,000
1970	Parks & Rec.	Community Center- Common	\$ 206,000	40	2010			
1975	Parks & Rec.	Senior Center- School	\$ 222,000	40	2015			
1993	Parks & Rec.	Kubota L2650 DT Tractor	\$ 15,000	12	2005			\$ 21,000
1990	Parks & Rec.	Jacobsen Turfcut Mower	\$ 10,000	15	2005			
1995	Parks & Rec.	Toro Groundsmaster Mower	\$ 13,000	15	2010			
	Parks & Rec.	passenger bus					\$ 81,681	
1990	Parks & Rec.	Young School Playstructures	\$65,000	20	2010			
1992	Parks & Rec.	Burns School Playstructure	\$55,000	20	2012			
1970	Parks & Rec.	Diamond Riverside Playstructure	\$30,000	20	1990			\$ 40,000
1997	Parks & Rec.	Pepperell Park Playstructure	\$35,000	20	2017			
1996	Parks & Rec.	Memorial Field Tennis Courts	\$40,000	20	2016			
1997	Parks & Rec.	Saco Middle School Tennis Courts	\$40,000	20	2017			
1970	Parks & Rec.	Young School Tennis Courts	\$25,000	20	1990			\$ 40,000
	Parks & Rec.	Athletic fields at landfill						\$ 250,000
	Parks & Rec.	Park System Improvements						\$ 150,000
	Parks & Rec.	Open Door repairs						\$ 10,000
	Parks & Rec. Total		\$ 981,147			\$ -	\$ 126,196	\$ 561,000
		less amount through lease					\$ 81,681	
							\$ 44,515	

<u>Year</u> <u>Acquired</u>	<u>Department</u>	<u>Description</u>	<u>Historical</u> <u>Cost</u>	<u>Useful</u> <u>Life</u>	<u>Year</u> <u>Depreciated</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
<u>Department Total</u>								
1990	Police Dept.	Motorola Portable Radios (20)	\$ 10,000				\$ -	\$ 12,000
2000	Police Dept.	Mobile radios (11)	\$ 15,000	10	2010			
2002	Police Dept.	Computers- in car	\$ 159,200	10	2012			
1997	Police Dept.	Station including antenna- Storer St.	\$ 3,090,000	40	2037			
2005	Police Dept.	Pump Station						
		Crime/Drug scene reconstruction equip				\$ 8,500		
	Police Dept. Total		\$ 3,274,200			\$ 8,500	\$ -	\$ 12,000

City of Saco, Maine
Capital Improvement Plan Policy, Continued

DESCRIPTION	MAKE	YEAR	REP. DATE	PURCH. PR.	2006	2007	2008	2009	2010
Cement Trailer	Home made	\$ 1,991	\$ 1,996	\$ 500					
4-Door Caprice	Chevrolet	\$ 1,993	\$ 1,999	\$ 18,000					
416 Backhoe	Caterpillar	\$ 1,988	\$ 2,000	\$ 36,000					
Dump Truck w/ plow & wing	Mack	\$ 1,987	\$ 2,000	\$ 87,000					
Sidewalk Sweeper	Sweepster	\$ 1,991	\$ 2,001	\$ 2,100					
Utility Truck	GMC	\$ 1,991	\$ 2,001	\$ 16,766					
18BST-9 Ton trailer	Interstate	\$ 1,989	\$ 2,002	\$ 4,365					
Sidewalk plow	Holder	\$ 1,993	\$ 2,003	\$ 46,200					
Snowblower	Holder	\$ 1,993	\$ 2,003	\$ 4,500					
#16 Trailer	Modern	\$ 1,993	\$ 2,003	\$ 2,375					
Trimmer	Johnson	\$ 1,998							
Rack Body Crew Cab	GMC	\$ 1,992	\$ 2,002	\$ 2,208					
HS105 Mower	Woods	\$ 1,996	\$ 2,011	\$ 6,100					
Sidewalk Sweeper	Sweepster	\$ 1,989	\$ 1,999	\$ 2,100					
Waste Oil Furnace CB2800	Clean Burn	\$ 1,998	\$ 2,003	\$ 6,299					
4 Door Crown Victoia	ford	\$ 1,999							
4 Door Crown Victoria	Ford	\$ 1,998							
Dump Truck w/ plow & wing	Mack	\$ 1,988	\$ 1,998	\$ 87,938	\$ 135,000				
Sander 2020-12	Hyway	\$ 1,987	\$ 2,000	\$ 9,556					
5500 Line Striper	Pro Mark	\$ 1,996	\$ 2,005	\$ 4,329			\$ -		
Sidewalk Paver	Salsco	\$ 1,989	\$ 2,004	\$ 10,000	\$ 15,000				
Brush Chipper	Vermeer	\$ 1,991	\$ 2,006	\$ 16,221			\$ 35,000		
1 Ton Truck	GMC	\$ 1,996	\$ 2,006	\$ 31,991		\$ 45,000	\$ -		
Dump Truck w/ plow & wing	GMC	\$ 1,994	\$ 2,004	\$ 60,979		\$ 150,000	\$ -		
Dump Truck w/ plow & wing	International	\$ 1,996	\$ 2,006	\$ 70,500		\$ 115,000	\$ -		
Trackless attachments						\$ 35,000			
Utility/Sign Truck	International	\$ 1,986	\$ 2,000	\$ 9,000			\$ 70,000		
Flail Mower	Mott	bought used fr	\$ 2,004	\$ 2,400			\$ 7,000		
Roller	Roll Pac	\$ 1,993	\$ 2,003	\$ 4,395			\$ 5,500		
Trench box (manhole)	Shoring Intl.	\$ 1,991	\$ 2,003	\$ 5,139			\$ 6,000		
916 Loader	Caterpillar	\$ 1,987	\$ 2,000	\$ 10,000	\$ 120,000				
TC565 Compactor	Mikasa	\$ 2,002	\$ 2,007	\$ 6,440			\$ 8,000		
644 G Loader w/ plow & wing	John Deere	\$ 1,993	\$ 2,005	\$ 118,684			\$ 160,000		
595D Excavator	John Deere	\$ 1,994	\$ 2,007	\$ 187,000			\$ 215,000		
Skid Steer	BobCat	\$ 1,997	\$ 2,007	\$ 15,397			\$ 18,000		
Trimmer	Red Max	\$ 2,002							
Chassis Sweeper	Whirlwind	\$ 1,998	Upon need	\$ 66,436				\$ 165,000	
Power Broom	STIHL	\$ 1,999	\$ 2,008	\$ 5,700				\$ 8,000	
30 C Y Rolloff with Roof	BME	\$ 1,994	\$ 2,024	\$ 4,695				\$ 8,000	

City of Saco, Maine
Capital Improvement Plan Policy, Continued

DESCRIPTION	MAKE	YEAR	REP. DATE	PURCH. PR.	2006	2007	2008	2009	2010	2011
Sidewalk plow	Holder	\$ 1,998	\$ 2,008	\$ 50,000				\$ 90,000		
Snowblower	Holder	\$ 1,998	\$ 2,008	\$ 45,000						
Back Pack Blower	Echo	\$ 1,998	\$ 2,014	\$ 675				\$ 500		
Street Sweeper Cab	T7500 GMC	\$ 1,998	\$ 2,008	\$ 66,436				\$ 160,000		
Mower	DR	\$ 2,001	\$ 2,008					\$ 1,200		
Dunpster Truck	Mack	\$ 1,988								
Trench box (aluminum)	Shoring Intl.	\$ 1,995	\$ 2,005	\$ 8,139					\$ 20,000	
Cut off Saw	STIHL	\$ 2,001	\$ 2,013	\$ 10,000						
International 4700 Utility Truck	International	\$ 1,999	\$ 2,009	\$ 6,195					\$ 210,000	
One Ton	Ford F550	\$ 1,999	\$ 2,009	\$ 40,000					\$ 60,000	
Rack Body	Ford F550	\$ 1,999	\$ 2,009	\$ 43,000					\$ 60,000	
Dump Truck w/ plow & wing	International	\$ 1,999	\$ 2,009	\$ 50,212					\$ 110,000	
Dump Truck w/ plow & wing	International	\$ 1,999	\$ 2,009	\$ 49,200					\$ 110,000	
Plow Truck	International	\$ 2,000	\$ 2,010							
Pressure Washer	Alkota	\$ 2,002	\$ 2,010							
Vac Truck	International	\$ 2,000	\$ 2,010	\$ 172,798						
Tahoe	Chevrolet	\$ 2,000	\$ 2,011	\$ 24,950						
One Ton F550	Ford F550	\$ 2,001	\$ 2,011	\$ 54,100						
6640 Tractor	New Holland	\$ 1,996	\$ 2,011	\$ 41,564						
Sander	Swenson	\$ 1,992	\$ 2,009	\$ 3,500						
Crew Cab	GMC	\$ 2,001	\$ 2,012	\$ 23,780						
Dump Truck w/ plow & wing	International	\$ 2,001	\$ 2,012	\$ 38,000						
Horizontal Baler 1290HD	International	\$ 2,001	\$ 2,012	\$ 47,696						
Power generator	Onan	\$ 1,982	\$ 2,012							
Dump Truck w/ plow & wing	International	\$ 2,001	\$ 2,012	\$ 44,800						
Versa Boom	Alamo	\$ 1,999	\$ 2,012	\$ 17,565						
Cement Mixer	Gilson	\$ 2,002	\$ 2,012							
F550 Dump Truck	Ford	\$ 2,002		\$ 47,667						
Sander	Swenson	\$ 1,994	\$ 2,014	\$ 6,210						
Sander	Swenson	\$ 1,994	\$ 2,014	\$ 7,048						
624 G Loader w/ plow & wing	John Deere	\$ 1,996	\$ 2,016	\$ 114,000						
Dump Truck w/plow & wing	International	\$ 1,995	\$ 2,005	\$ 82,380	\$ 108,000			\$ 80,000		
4900 Dump Truck w/ plow & wi	International	\$ 1,990	\$ 2,000	\$ 63,717						
Sewer rodder	Flexible	\$ 1,992	\$ 2,002	\$ 14,166						
Horizontal Baler HE30016-XO	Cives	19??	\$ 2,000	\$ 24,928						

City of Saco, Maine
Capital Improvement Plan Policy, Continued

DESCRIPTION	MAKE	YEAR	REP. DATE	PURCH. PR.	2006	2007	2008	2009	2010	2011
Recycling Truck	International	1997	2007	\$ 89,159						
Sewer Equipment Vehicle	International	1981	2006							
8430 Skid Steer	Bobcat	1991		\$ 12,396						
Sander 2020-12	Hyway	1988	2018	\$ 9,556						
Camera Truck	Ford	1991	Upon Need							
7.5 Ton Vehicle Lift	Mohawk		Upon Need	\$ 8,800						
624H Loader w/ plow & wing	John Deere	2001		\$ 136,817						
S185 Skidsteer	Bobcat	2003		\$ 22,580						
F 550 Bucket Truck	Ford	2001		\$ 72,000						
Compressor	Inersol Rand	2002		\$ 12,200						
Dump Truck w/ plow & wing	Volvo	2003		\$ 130,000						
IM220 Snow Blower	John Deere	2001		\$ 73,333						
18" Cold Planer		2003		\$ 8,560						
Sander	Swenson	1996	2016	\$ 132,872						
FW Sign Shop	Flannegan We	1997	2017	\$ 18,539						
Sander	Swenson	1996	2016	\$ 7,000						
Free Standing Jib Crane	Spanco	1997	Upon Need	\$ 10,580						
Digital Photocopier	Sharp	1999	Upon Need	\$ 21,339						
Crack Sealer					\$ 35,000					
Street Overlay					\$ 273,202	\$ 340,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Road Reconstruction						\$ -	\$ 270,866	\$ 70,000	\$ 150,000	
Industrial Park Rail Road					\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Open Door Repairs					\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
Storm Drain projects					\$ 35,000	\$ 30,000	\$ -		\$ 263,000	
Sewer Seperation Projects						\$ -	\$ 534,375			
Sidewalks						\$ -	\$ 104,000			
Main Street lighting						\$ -				
Simpson Road Bridge					\$ 304,000					
Cab replacement										
Public works facility improvements						\$ -				
School access roads and parking lots					\$ -	\$ -	\$ 17,000	\$ 18,000	\$ 19,000	
TOTAL				\$ 2,924,770	\$ 1,040,202	\$ 730,000	\$ 1,965,741	\$ 1,115,700	\$ 1,527,000	
Less that through lease purchase					\$ (413,000)	\$ (265,000)				
					\$ 627,202	\$ 465,000				

City of Saco, Maine
Capital Improvement Plan Policy, Continued

Saco School Department
Capital Purchases
2005-2006 Actual with Projections through 2010-2011

Fixed Asset/Capital Item	\$ Amount	Project Year	Estimated Useful Life	Est. Year of Replacement
Library Windows at Burns	\$ 12,121.00		30 years	2036
Lighting Retrofit - Phase 2 (Burns gym, misers, etc.)	\$ 29,194.00		20 years	2026
Rehab Elevator at SMS	\$ 29,511.00		30 years	2036
Install Air Conditioning at SMS	\$ 11,500.00		20 years	2026
New Kitchen Equipment at all schools	\$ 10,000.00		10 years	2016
Complete Installation of Curbing at Young School	\$ 10,000.00		20 years	2013
Renovate Water System at SMS - A&E costs only	\$ 5,000.00		30 years	2026
	<u>\$ 107,326.00</u>	2005-2006		
Renovate Domestic Water System - SMS	\$ 40,000.00		30 years	2037
Install New Ceiling in Multi-Purpose Room at Young	\$ 20,000.00		20 years	2027
Restore/Replace Roof at SMS	\$ 40,000.00		20 years	2027
Replace New Cabinets & Counters in Family Service Center at SMS	\$ 34,000.00		25 years	2032
New Kitchen Equipment at all schools	\$ 10,000.00		10 years	2017
	<u>\$ 104,000.00</u>	2006-2007		
New Exterior Walls at Central Office	\$ 25,200.00		50 years	2058
Foundation Drainage System at Central Office	\$ 132,500.00		30 years	2038
Rehab Rooftop AC Units (2ea) - SMS	\$ 16,000.00		20 years	2028
	<u>\$ 173,700.00</u>	2007-2008		
Renovate Central Office Boiler Room	\$ 25,000.00		50 years	2059
Construct Storage Shed - SMS	\$ 45,000.00		50 years	2059
Rebuild Central Office Entrance	\$ 50,000.00		30 years	2039
	<u>\$ 120,000.00</u>	2008-2009		
Lighting Retrofit - Phase 3 (SMS & Burns & others)	\$ 30,000.00		20 years	2030
Install Security Cameras - all locations	\$ 45,000.00		15 years	2025
	<u>\$ 75,000.00</u>	2009-2010		
Replace Sanitary Piping at Burns	\$ 34,000.00		30 years	2041
Boiler Room Condensate Piping at Burns	\$ 121,000.00		30 years	2041
	<u>\$ 155,000.00</u>	2010-2011		

GLOSSARY

City of Saco, Maine

Glossary

Accrual basis of accounting – A method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows.

Activity Center – the basic operational organization for which costs are defined and measurable activities or functions are performed.

Annual Budget – a budget applicable to a single fiscal year.

Appropriation – an authorization granted by the City Council to a specified unit of City government to incur obligations and make expenditures of resources.

Assessment – the official valuation of property for purposes of taxation.

Balanced Budget - appropriations shall be limited to the total estimated revenues contained therein including the amount to be raised by ad valorem taxes and the unencumbered fund balances estimated to be available at the close of the current fiscal year.

Basis of accounting – The timing of recognition, that is, when the effects of transactions or events should be recognized for financial reporting purposes. For example, the effects of transactions or events can be recognized on an accrual basis (that is, when the transactions or events take place), or on a cash basis (that is, when cash is received or paid).

Bond – a written promise to pay a specified sum of money (called principal) at a specified date in the future, plus periodic interest at a specified rate. In the budget document these payments are identified as debt service. Bonds may be used as an alternative to tax receipts to secure revenue for long-term capital improvements. General Obligation Bonds are debt approved by voter referendum to which the full faith and credit of the City is pledged.

Budget – a plan for the acquisition and allocation of resources to accomplish specified purposes. The term may be used to describe special purpose fiscal plans or parts of a fiscal plan, such as “the budget of the Finance Department,” “the Capital Budget” or it may relate to a fiscal plan for an entire jurisdiction, such as “the budget of the City of Saco, Maine.”

Budgetary basis of accounting – The method used to determine when revenues and expenditures are recognized for budgetary purposes.

Business-type Activities – One of two classes of activities reported in the government-wide financial statements. Business-type activities are financed in whole or in part by fees charged to external parties for goods or services.

Capital – a category of account codes which identify major expenditures of public funds, beyond maintenance and operating costs, for procurement of items such as vehicles, computer equipment, office furniture, and the acquisition or construction of a needed physical facility.

City of Saco, Maine Glossary, Continued

Capital Assets – Land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, works of art and historical treasures, infrastructure, and all other tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period.

Capital Improvement Program (CIP) – a document which provides a prioritization and orderly implementation of short and long range plans for land acquisition and construction of capital projects. It further provides for the scheduling of the associated expenditures over a period of several years in order to maximize the use of public funds. The first year of the program represents the proposed capital budget for that fiscal year. The schedule is based on a series of priorities which take into consideration the respective projects' function and urgency. In addition, special consideration is given to the projects' relation to other improvements and plans, and the City's current anticipated financial capacity. The Capital Improvement Program is updated annually, at which time the schedule and the projects are reevaluated, new or deferred projects are added, and the time frame is extended by one additional fiscal year.

Capital Outlays – expenditures which result in the acquisition of or an addition to fixed assets.

Carry-over Funds – carry-over funds are the result of unspent appropriations in the prior year, new growth, the expansion of the tax base beyond what was projected and increased revenues over estimated amounts. They are brought forward from the preceding fiscal year reserves. Appropriated carry-over funds are known as uncommitted/unreserved fund balance.

Cash basis of accounting – Basis of accounting that recognizes transactions or events when related cash amounts are received or disbursed.

Cash Management – a conscious effort to manage cash flows in such a way that interest and penalties paid are minimized and interest earned is maximized. Checks received are deposited the same day, bills are paid no sooner than the due date unless discounts can be obtained by paying earlier, future needs for cash are determined with exactness and cash on hand not needed immediately is invested in short term interest-bearing securities.

Comparative data – Information from prior fiscal periods provided to enhance the analysis of financial data of the current fiscal period.

Comprehensive annual financial report (CAFR) – A financial report that encompasses all funds and component units of the government. The CAFR should contain (a) the basis financial statements and required supplementary information, (b) combining statements to support columns in the basic financial statements that aggregate information from more than one fund or component unit, and (c) individual fund statements as needed. The CFR is the governmental unit's official annual report and also should contain introductory information, schedules necessary to demonstrate compliance with finance-related legal and contractual provisions, and statistical data.

Contingency Account – a budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

City of Saco, Maine Glossary, Continued

Cost – the amount of money or value exchanged for property or services.

County Tax – the County’s tax assessment is levied annually on the assessment values for each municipality located in the County. Assessment values are established annually by the State of Maine Revenue Service for each municipality. Taxes are payable on September 1 of each year. Interest on unpaid taxes commence sixty days after the due date at a rate established annually by the State of Maine Revenue Service.

Debt – an obligation resulting from the borrowing of money.

Debt Service – the accounting for payments of principal and interest on long-term debt.

Deficit – (1) the excess of the liabilities of a fund over its assets. (2) the excess of expenditures over revenues during an accounting period.

Department – a separate functional and accounting entity within a certain fund type.

Designated Fund Balance – funds approved and set aside for a specific defined purpose, by the City Council, from the City’s overall fund balance.

Economic resources measurement focus – measurement focus under which the aim of a set of financial statements is to report all inflows, outflows, and balances affecting or reflecting an entity’s net assets. The economic resources measurement focus is used for proprietary and fiduciary funds, as well as for government-wide financial reporting.

Effectiveness – Term used in connection with the evaluation of internal controls and performance measurement. The degree to which an entity, program, or procedure is successful at achieving its goals and objectives.

Encumbrance – a reservation of funds for an anticipated expenditure prior to actual payment for an item. Funds usually are reserved or encumbered once a contracted obligation has been signed for an item, but prior to the cash payment actually being dispersed.

Employee Benefits – the employee benefit expenditures included in the budget are the City’s share of an employees fringe benefits. These include FICA (Social Security), health insurance, life insurance, retirement, unemployment, disability insurance, worker’s compensation, most of which are paid through salary banded premiums.

City of Saco, Maine Glossary, Continued

Expenditure – a decrease in net financial resources. Expenditures include payment in cash for current operating expenses, debt service and capital outlays.

Expenses – charges incurred, whether paid or unpaid, for operations, maintenance, interest and other charges which are presumed to benefit the current fiscal year.

Fiduciary Funds – funds used to account for assets held by the government as trustee or agent and that cannot be used to support the government's own programs.

Fiscal Year – in the City of Saco, the twelve months beginning July 1 and ending the following June 30. (The Federal government's fiscal year begins October 1.)

Fund – a fiscal and accounting entity with a self-balancing set of accounts which is segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance – the excess of a fund's assets over its liabilities and reserves. The excess balance is often referred to as "surplus."

Fund financial statements – Basic financial statements presented on the basis of funds. Term used in contrast with government-wide financial statements.

Generally Accepted Accounting Principles – government accounting and financial reporting is guided by what are referred to as "generally accepted accounting principles" (GAAP) applicable to governmental units. These standards were formulated through the voluntary action of several professional groups and are evaluated and updated by the Government Accounting Standards Board (GASB).

General Fund – accounts for the general operations of the City. This fund accounts for all financial transactions and resources not required to be accounted for in an enterprise fund.

Goal – a general statement of purpose. A goal provides a framework within which the program unit operates; it reflects realistic constraints upon the unit providing the service. A goal statement speaks generally toward end results rather than toward specific actions.

City of Saco, Maine Glossary, Continued

Governmental activities – Activities generally financed through taxes, intergovernmental revenues, and other nonexchange revenues. These activities are usually reported in governmental funds and internal service funds.

Governmental Accounting Standards Board (GASB) – The ultimate authoritative accounting and financial reporting standard-setting body for state and local governments.

Government Finance Officers Association (GFOA) – An association of public finance professionals founded in 1906 as the Municipal Finance Officers Association. The GFOA has played a major role in the development and promotion of GAAP for state and local government since its inception and has sponsored the Certificate of Achievement for Excellence in Financial Reporting Program since 1946.

Governmental funds – Funds generally use to account for tax-supported activities. There are five types of governmental funds: the general fund, special revenue funds, debt service funds, capital project funds, and permanent funds.

Independent auditor – Auditors who are independent, both in fact and appearance, of the entities they audit.

Independent auditor's report – The official written communication of the results of an audit. In a financial audit, the independent auditor's report typically will offer (or disclaim) an opinion on whether a set of financial statements is fairly presented in conformity with GAAP (or some other comprehensive basis of accounting).

Infrastructure – Long-lived capital assets that normally are stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets. Examples of infrastructure assets include roads, bridges, tunnels, drainage systems, water and sewer systems, dams, and lighting systems.

Liability – debt or other legal obligations arising out of transactions in the past that must be paid or refunded at some future date, not including encumbrances.

Line item – a specific expenditure category within an agency budget, e.g., rent, travel, telephone, postage, printing, or office supplies. Defined by an account number.

Modified accrual basis of accounting – Basis of accounting according to which (a) revenues are recognized in the accounting period in which they become available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due.

City of Saco, Maine Glossary, Continued

Modified approach – The election not to depreciate infrastructure assets that are part of a network or subsystem of a network that meet two specific requirements. First, the government manages the eligible infrastructure assets using an asset management system that has certain specified characteristics; second, the government documents that the eligible infrastructure assets are being preserved approximately at (or above) a condition level established and disclosed by the government.

Object – A term used in connection with the classification of expenditures. The article purchased or the service obtained, rather than the purpose for which the article or service was purchased or obtained.

Objective – a statement of purpose defined more specifically than a goal. (A goal may subsume several related objectives.) An objective normally indicates anticipated levels of achievement and is usually time limited and quantifiable. Within the objective, specific statements with regard to targets and/or standards often are included.

Obligations – amounts which the City may be required to meet out of its resources.

Operating Expenditures – a category of recurring expenses, other than salaries and capital equipment costs, which covers expenditures necessary to maintain facilities, collect revenues, provide services and otherwise carry out the City's goals. Typical line items are supplies, printing, postage, and utilities.

Overlay (Budgeted) - that amount of expenditure budgeted which has the affect of increasing the property tax levy, not to exceed 5% of the actual property tax levy, in order to cover potential property valuation adjustments necessary which would have the affect of reducing property tax collections.

Permanent Funds - A fiduciary fund type used to report resources that are legally restricted to the extent that only earnings, and not principal, may be used for purposes that support the reporting government's programs. That is, for the benefit of the government or its citizenry.

Personnel Services – a category of account codes which identified various classification of wages, and salaries and overtime expenses.

Position - a group of duties and responsibilities, as prescribed by an office or department, to be performed by a person on a full-time, part-time and/or temporary basis. The following items relate to positions and the funding of the various types of positions. The status of a position is not to be confused with the status of the employee. For the purpose of the City's budget, the following definitions are used solely in describing the status and funding of positions:

- A regular employee is any non-probationary employee of the City who is other than a temporary employee, and may be part time or full time.

- A part time employee is an individual who is assigned regular working hours of less than 37.5 hours per work week.

- A seasonal/temporary employee is an individual who performs a seasonal or temporary job in other than regular status and does not receive fringe benefits.

City of Saco, Maine Glossary, Continued

Public Hearing – a scheduled meeting or time specifically set aside to provide an opportunity for citizens to discuss their feelings about a particular issue. Prior to a public hearing, the scheduled date and time, as well as the subject, must be advertised.

Reserve – an account which records a portion of the fund balance which must be segregated for some future use and which is not available for future appropriation or expenditures.

Revenues – funds which the government receives as income. It includes such items as fees from specific services, property taxes, grants and interest income.

Surplus – See Fund Balance.

Tax Incremental Financing District (TIF)- financing mechanism used to finance certain public improvements throughout a certain area defined within the city. Expenditures from these projects are recouped in future years via an incremental tax levied upon the districts “captured assessed value” at the inception of the TIF agreement.

Unappropriated Fund Balance – fund balance at the close of a fiscal year that is not included in the annual budget.

Undesignated Fund Balance – funds not earmarked for any specific purpose and used at the discretion of the City Council.

Vision Statement – a general statement of the purposes of the City. The vision statement is all inclusive and expresses organizational values and philosophies.

**City of Saco, Maine
City Contacts**

How to contact the city:

Visit the city's web site at www.sacomaine.org

Staff Contacts:

Richard Michaud, City Administrator - (207)282-4191 or rmichaud@sacomaine.org
Lisa Parker, Finance Director - (207)282-1032 or lparker@sacomaine.org
Daniel Sanborn, Assessor - (207)282-1611 or dsanborn@sacomaine.org
Richard Lambert, Building Inspector - (207)284-6983 or dlambert@sacomaine.org
Lucette Pellerin, City Clerk - (207)284-4831 or lpellerin@sacomaine.org
Alden Murphy, Fire Chief - (207)282-3244 or amurphy@sacomaine.org
Joe Hirsch, Director Parks & Recreation - (207)283-3139 or jhirsch@sacomaine.org
Peter Morelli, Economic Development Director - (207)282-3487 or pmorelli@sacomaine.org
Bob Hamblen, City Planner - (207)282-3487 or bhamblen@sacomaine.org
Brad Paul, Police Chief - (207)282-8214 or bpaul@sacomaine.org
Mike Bolduc, Public Works Director - (207)284-6641 or mbolduc@sacomaine.org
Stephanie Weaver, Tax Collector - (207)283-3303 or sweaver@sacomaine.org
Michele Hughes, General Assistance - (207)282-8206 or mhughes@sacomaine.org